

CALIFORNIA MILITARY DEPARTMENT



Civil Support

Emergency Operations Pocket Guide

June

2013

Vision Statement: Operational support to local jurisdictions, State and Federal Government to deter, prevent, defeat, and mitigate threats and aggression aimed at the State / Nation and Emergency Management Assistance Compact (EMAC) partners when so ordered by the Governor or the President; on order provides military assistance to civil authorizes, including consequence management operations.

PREFACE

History: This pocket guide is designed for CNG leadership supporting CS Operations.

Summary: This pocket guide covers CS Operations and serves as Appendix M to Annex C – Operations, to CNG Base Plan 3000-11-02.

Applicability: This pocket guide applies to CS Operations (all hazard).

Suggested Improvements: The proponent agency of the pocket guide is the J35, JFHQ. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms), to the J35, JFHQ. This pocket guide can be updated and published as necessary.

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INTRODUCTION

Civil support operations require CNG leaders to understand an environment shaped primarily by local, state, federal, or private sector, and circumscribed by law. Nowhere is this more relevant than in understanding core capabilities and the roles CNG leadership in stabilizing and recovery operations.

True preparedness means having local, state and federal governments all coordinating effectively. This document focuses on leader's basic understanding of organizational capabilities and limitations when facing an immediate response from civil emergency requiring immediate action to save lives, prevent human suffering, restore vital public services or mitigate property damage.

PURPOSE

This pocket guide provides a standardized tool for CNG leaders providing civil support at the tactical level. The document serves to identify CNG capabilities and most routinely provided to civil authorities in preparation for and response to natural and man-made disasters. In conjunction, it provides incident action procedures that are critical and necessary for success.

SCOPE

Domestic emergency management is based on a tiered framework that originates at the local level and is progressively supported by additional response capability when needed. CNG leaders serve as a force multiplier that bridges military and civil response to our communities in their time of need.

AUTHORITY FOR THE COMMITMENT OF THE CNG

The California Military and Veterans Code (CMVC) provides that the Governor may call into state active service portions of the state military forces as may be necessary under several conditions, including, but not limited to the following:

a. Section 146 M&VC (with or without Governor's proclamation) provides:

"**146.** The Governor may call into active service any portion of the active militia as may be necessary, and if the number available be insufficient, the Governor may call into active service any portion of the unorganized militia as may be necessary, in any of the following events: (a) In case of war, insurrection, rebellion, invasion, tumult, riot, breach of the peace, public calamity or catastrophe, including, but not limited to, catastrophic fires, or other emergency, or imminent danger thereof, or resistance to the laws of this state or the United States. (b) Upon call or requisition of the President of the United States. (c) Upon call of any United States marshal in California, or upon call of any officer of the United States Army commanding an army, army area, or military administrative or tactical command including generally the State of California, or upon call of any officer of the United States Air Force commanding an air force, air defense force, air defense command or air command including generally the State of

California. (d) Upon call of the chief executive officer of any city or city and county, or of any justice of the Supreme Court, or of any judge of the superior court, or of any sheriff, setting forth that there is an unlawful or riotous assembly with intent to commit a felony, or to offer violence to person or property, or to resist the laws of the State of California or the United States or that there has occurred a public calamity or catastrophe requiring aid to the civil authorities. (e) Upon call of the sheriff setting forth that the civil power of the county is not sufficient to enable the sheriff to execute process delivered to him or her.”

b. Section 143 M&VC provides:

“143. Whenever the Governor is satisfied that rebellion, insurrection, tumult or riot exists in any part of the state or that the execution of civil or criminal process has been forcibly resisted by bodies of persons, or that any conspiracy or combination exists to resist by force the execution of process, or that the officers of any county or city are unable or have failed for any reason to enforce the laws, the Governor may, by proclamation, declare any part of the State of California or the county or city or any portion thereof to be in a state of insurrection, and he or she may thereupon order into the service of the state any number and description of the active militia, or unorganized militia, as he or she deems necessary, to serve for a term and under the command of any officer as he or she directs.”

c. Section 142 M&VC provides:

“142. The Governor may order the active militia or any portion thereof to perform military duty of every description, including necessary administrative duties, and to participate in small arms gunnery competitions in this State or in any other state or territory or the District of Columbia, or in any fort, camp, or reservation of the United States. He may also authorize the performance of military duty or participation in small arms or gunnery competitions by any part of the active militia anywhere without the State or without the United States. Cruise duty ordered for the Naval Militia may be required to be performed on United States vessels.”

d. Section 179.5 M&VC provides:

“176.5. This compact provides for mutual assistance between the states entering into this compact in managing any emergency or disaster that is duly declared by the governor of the affected state, whether arising from natural disaster, technological hazard, manmade disaster, civil emergency aspects of resource shortages, community disorders, insurgency, or enemy attack.

This compact shall also provide for mutual cooperation in emergency-related exercises, testing, or other training activities using equipment and personnel simulating performance of any aspect of the giving and receiving of aid by party states or subdivisions of party states during emergencies, such actions occurring outside actual declared emergency periods. Mutual assistance in this compact may include the use of the states' National Guard forces, either in accordance with the National Guard Mutual Assistance Compact or by mutual agreement between states.

e. The Constitution

In the context of this handbook, — Under the Tenth Amendment of the Constitution, each state/territory of the United States has the primary responsibility to prepare for and respond to disasters and emergencies occurring within its borders. The Constitution establishes the sovereignty of the states over many aspects of government. Additionally, and of particular importance to domestic operations, are the authorities granted by Congress to the states. Article 1, Section 8, Clause 16 of the Constitution, the Militia Act of 1903, and the National Defense Act of 1916 are the basis for the distinction between National Guard forces and Active forces.

f. The CNG EPM,

Chapter 2, Section 2-3, Scheme of Maneuver, authorizes the Adjutant General's (TAG) to activate Joint Task Forces to extend JFHQ-CA operational reach for employing military capabilities in support of the Incident Command System (ICS) operations.

DELEGATION OF TASKING AUTHORITIES

Per Memorandum, Joint Force Headquarters, Office of the Adjutant General, California National Guard, 26 January 2006, subject: Delegation of Defense Support to Civil Authorities (DSCA)* Tasking Authority, the Adjutant General delegated the following authorities:

- "1. Effective immediately, I am delegating my authority for DSCA tasking of the Army, Air, and State Military Reserve to the Deputy Adjutant General, Joint Staff, and his appointed representative, J3, Director of Plans, Operations, and Security.
2. This authority is applicable to the planning, training, exercising, and execution of all DSCA operations and to the assembling of Task Organizations for the purpose of facilitating the delivery of response assistance."

SEMS and NIMS ALIGNMENT

Standardized Emergency Management System (SEMS) is the cornerstone of California's emergency response system and describes the fundamental structure for the response phase of emergency management. SEMS is required by the State Emergency Services Act (ESA) for managing multi-agency and multi-jurisdictional responses to emergencies in California.

National Incident Management System (NIMS) provides an organized set of scalable and standardized operational structures, which are critical for allowing various organizations and agencies to work together in a predictable and coordinated manner.

SEMS/NIMS provide a comprehensive approach to incident management that integrates Incident Command System (ICS) which is applicable at all jurisdictional levels and across functional disciplines. Both systems enable any agency to work together to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property and harm to the environment.

MULTI-AGENCY COORDINATION SYSTEM (MAC SYSTEM)

The use of the MAC System promotes the scalability and flexibility necessary for a coordinated response during large and escalating events. The system supports the management and coordination of resources and information above the field level. This helps to ensure all parties possess the common operating picture (COP) needed to make policy level decisions.

Multi-agency coordination is a process which allows all levels of government and all disciplines to work together more efficiently and effectively. Multi-agency coordination occurs across the different disciplines whenever personnel from different agencies are involved in the response and need to coordinate their activities for successful emergency management.

First responders should successfully utilize the MAC System whenever multiple agencies respond to an incident. Field level coordination is directed by the Unified Command and facilitated by the Liaison Officer.

When an incident grows in complexity or multiple incidents occur in the same period, more agencies may become involved. Unified Command may require multi-agency support and coordination from Emergency Operation Centers (EOCs) and MAC Groups.

STATE/FEDERAL LEVEL EOCs AND MAC GROUP RELATIONSHIP

A critical part of the MAC System is outlining how each system component communicates and coordinates with other parts of the system. Gaps or disconnects can negatively impact scarce resource support to Area, Incident or Unified Commands in the field.

Those involved in multi-agency coordination supporting an incident may be responsible for incorporating lessons learned into their procedures, protocols, business practices, and communications strategies. These improvements may need to be coordinated with other appropriate preparedness organizations.

The adjacent figure depicts the relationship between the SEMS level EOC and the MAC groups.

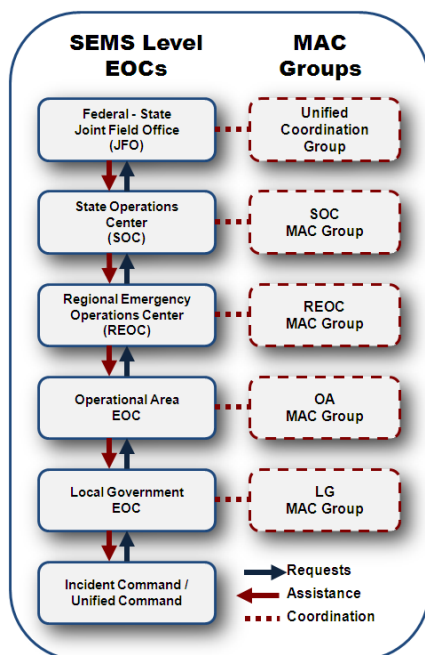


Figure 1 – SEMS Level EOCs and MAC Group Relationship

MAC SYSTEM FUNCTION AND COMPONENTS

MAC System functions support response, incident prioritization, critical resource coordination and allocation of scarce resources. The process helps to ensure all parties possess the common operating picture needed to make sound decisions for the respective roles performed during incident response. The information below outlines the MAC System functions and components that provide the basic foundation for achieving integrated support effort within any agency/jurisdiction, whether multijurisdictional, regionally, statewide or nationally.

- a. **MAC System Functions** - The primary functions of the MAC System are to support resource coordination, incident-related information and to coordinate interagency and intergovernmental activities regarding incident management. The MAC Group assists in coordination of regional operations by performing a number of core functions. In the context of this guide, the term function is defined as “a specific process, action, or task a system is designed to perform.” MAC Group functions include:

MAC Functions

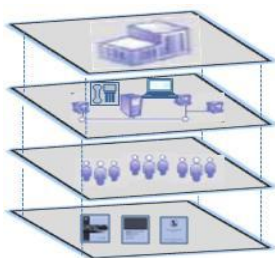
1. **Provide Situation Assessment**
 - Gather decision support information
 - Maintain Situational Awareness and a Common Operational Picture
2. **Incident Priority Determination**
 - Look at timely containment/resumption strategies to free up critical resources
3. **Critical Resource Acquisition and Allocation Based on Operational Need**
 - Determine specific IC/UC resource capabilities and needs (Kind and Type)
 - Determine resource availability (outside of the impacted area)
 - Anticipate future resource needs and develop strategies and contingency plans
 - Determine need for and designate mobilization centers
4. **Reevaluate Incidents Support Based on the Following Factors:**
 - Life threatening situations
 - Real property threatened
 - High damage potential
 - Incident complexity
5. **Communicate and Conduct Integrated and Effective Planning & Coordination**
 - Provide MACS components with timely communication of “Decisions”
 - Initiate and fill liaison positions to facilitate communication as needed
 - Coordinate with elected and appointed officials (as required)
 - Provide summary information coordination

Figure 2 – MAC Functions

Important Note: “Life safety” is the priority when prioritizing incidents and allocating scarce resources.

- b. **MAC System Components** - A MAC System is similar to other systems in that it requires specific components in order to produce the intended output or execute its assigned functions. MAC System components include a combination of:

MAC System Components



- Facilities/infrastructure
- Equipment (communication and data input/output devices)
- Personnel
- Procedures (e.g., processes, protocols, agreements, and business practices)

Figure 3 – MAC System Components

Note: The success of the MAC System depends upon these functions and components to be integrated across state emergency functions, across lines of government and business.

MILITARY COMMAND RELATIONSHIPS

Military Command Relationships are a crucial element of the way the military employs its capabilities and exercises control over its organization and units. Command relationships provide the legal framework that governs the type and amount of authority that commanders may exercise. There are four general types of military command relationships: 1) command authority, 2) coordinating authority, 3) operational control, and 4) tactical control. Command authority is established by law and is exercised only by commanders of unified or specified command.

Command Authority- cannot be delegated and is the authority of a commander to perform those functions of command over assigned forces.

Coordinating Authority- is the assigned authority of a commander or individual for coordinating specific functions or activities involving two or more military forces, military departments, or joint force components. The commander has the authority to require consultation between agencies, but does not have the authority to compel agreement. Coordinating authority is not an authority to exercise command; it is more applicable to planning than to operations.

Operational Control - is the command authority that may be exercised at any echelon at or below the appointed command. Operational control is inherent in the assigned command and may be delegated within the command. Operational control is the authority to perform those functions of the command over subordinate forces necessary to accomplish assigned missions; it does not include authoritative direction of logistics or matters of administration, discipline, internal organization, or unit training.

Tactical Control - is the authority over assigned or attached forces made available for tasking that is limited to the detail of the movement or maneuver within the operational area that are necessary to accomplish the assigned mission.

CNG CS – IMPLEMENTATION

1. Requests for military assistance from the California Operational Areas (OA) or State agencies are received through CalEMA. Emergency Management Assistance Compact (EMAC) requests from participating States may come through CalEMA or through the JFHQ Joint Operations Center (JOC) directly. The Adjutant General (TAG) or designated representative has the responsibility to determine the ability and level of the CNG response to the situation. The CNG JFHQ Joint Operations Directorate (J3) is the office of primary responsibility for all CS operations. The J3 is responsible for forwarding directives to the appropriate command(s) through the JOC for execution of this plan. Requests for CS received directly by the component or local unit level will be referred to the J3 ATTN: JOC for consideration and approval before any action is taken except for requirements for the immediate protection of life or property.
2. Civil authorities at all levels of government are primarily responsible for measures and operations taken prior to and during emergencies. By law, civil resources must be considered first to support civil requirements. The use of the National Guard is only to supplement civil capabilities as necessary.
3. National Guard assistance to civil authorities is temporary in nature. Assistance will terminate as soon as the primary agency of responsibility can assume its role.
4. Initiate CS activities only after receipt and approval of task by the Governor or a designated representative (see Figure 1). In extreme emergencies when delay may cause the loss of life and/or major property damage, or in the event communication is lost with higher headquarters, the senior commander in the impacted area may initiate the employment of National Guard personnel and equipment. Commanders will report such actions to the JFHQ JOC at the earliest possible time.

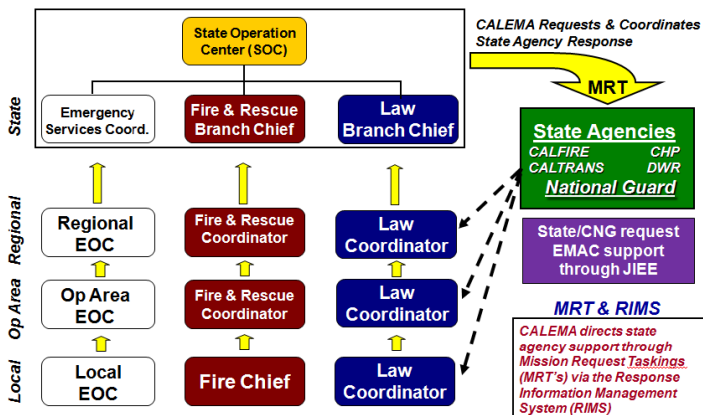


Figure 4 – Request for CNG Assistance

Version 1, June 2013

PARALLEL AND DUAL-STATUS COMMAND

Federal military forces and National Guard forces conducting Defense Support to Civil Authorities (DSCA) tasks may operate under military command and support relationships different from those encountered outside the United States. The two basic models used in domestic support are “parallel command” and “dual-status command.” Under parallel command, federal military forces take orders from the Department of Defense chain of command, and state National Guard forces take orders from the state’s chain of command. If dual-status command is used, one officer is appointed to command both federal military and state National Guard forces through an agreement signed by the President and the governor of that state. This officer serves a dual role under United States Code Title 10 and Title 32. Although it contributes to unified land operations, this is not true unity of command. Missions for federal military and state National Guard forces originate separately and must be conducted by their respective forces.

CNG provides forces to support incident management from all of its components for DSCA operations. Regardless of duty status, Soldiers assist local, tribal, state, and federal officials with carrying out their responsibilities to citizens.

DUTY STATUS

In domestic operations, duty status refers to the broad legal authority under which federal military forces provide support to civil authorities. Important differences related to duty status that affect pay and benefits, exist at the departmental and adjutant general levels. In addition, the Posse Comitatus Act authorizes certain tasks and prohibits others depending on duty status.

Three categories of duty status apply to domestic operations. These are federal military forces (also referred to as forces in Title 10 status), National Guard forces serving in Title 32 status (conducting DSCA), and National Guard forces serving in state active duty status (conducting National Guard civil support). Tactically, there is no distinction between National Guard forces serving in Title 32 status or state active duty status. Forces in either status may be intermixed within a National Guard task force.

National Guard units in either state active duty or Title 32 status remain under command of their governor; however, command authority can change for National Guard units if they become federalized. All forces under the command of the President, including federalized National Guard, are federal military (Title 10) forces. The below figure is an illustration of duty status and command relationships.

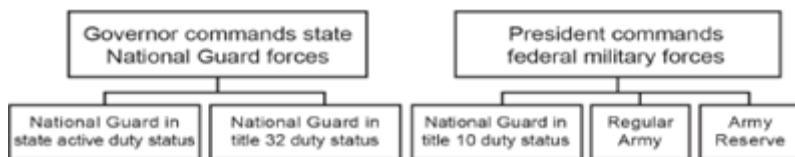


Figure 6 – Command Relationships and Duty Status

Emergency State Active Duty (ESAD)

- Authority: California Military Veterans Code (CMVC) Section 146
- Triggers: Governor's Directive or Cal EMA mission #
- Usage: Generally used for all state emergencies, can be used for EMAC.
- May be used for initial response for graduated or catastrophic no notice emergencies while waiting for SECDEF T32 approval.
- Examples: Search and Rescue Ops, 2007 & 2008 Wildfires.

Title 32 (Examples: Aerosafe, Hurricane Katrina, Jump Start)

- Authority: T32 USC § 502(f)
- Triggers: Governor submits for SECDEF approval (bottom up). May also be authorized by President of the United States (POTUS) (top down).
- SECDEF considerations (not requirements) for approval
 - What is the Federal Interest?
 - Is the event a Federal Disaster?
 - Have state resources been exhausted?
 - Does the response require specialized NG equipment?

Title 10

- Authority: 10 USC § 12301, 12302, 12304, 12301(d), 10 USC § 331
- Presidential Directive, Congressional Declaration of War, SECDEF Order, Insurrection Act
- Examples: Air Sovereignty, Guarding DoD infrastructure
- NOTE: CNG was federalized in militia status for 1992 riots under 10 USC § 331 Insurrection Act

CNG DUTY STATUS MATRIX

Description	Emergency State Active Duty	Title 32	Title 10
Command & Control	Governor	Governor	President
Where	IAW State Law	USA	Worldwide
Pay	State	Federal	Federal
Mission Types	IAW State Law (riot control, emergencies, etc.)	Training & other federally authorized missions	Overseas training & as assigned after mobilization
Discipline	State Military Code	State Military Code	UCMJ
Examples of Domestic Missions	Forest fires, floods, civil disturbances, search and rescue	Post9/11 Airport Security, Hurricane Katrina, Southwest border security.	Air sovereignty, missile defense, guarding DoD infrastructure.
Support Law Enforcement	Yes	Yes	As limited by Posse Comitatus

Figure7 – CNG Duty Status Matrix

DSCA PRINCIPLES OF RESPONSE

1. Engaged partnership
2. Tiered response
3. Scalable, flexible, and adaptable operational capabilities
4. Unity of Effort through unified command
5. Readiness to act

Engaged partnerships are essential to preparedness. This process consists of identifying the personnel, training, and equipment needed for a wide range of potential incidents, and developing jurisdiction-specific plans for delivering capabilities when needed for an incident. Preparedness activities should be coordinated among all involved agencies within the jurisdiction, multi-jurisdictional, regional or state level.

Tiered response enforces the operational reality that incidents begin and end locally, and most are wholly managed at the local level and supported by additional capabilities when needed.

Scalable, flexible, and adaptable operational capabilities. Based on the Incident Command System (ICS) SEMS/NIMS demand a tested inventory of common organizational structures and capabilities for diverse operations while simultaneously facilitating interoperability and improving operational coordination.

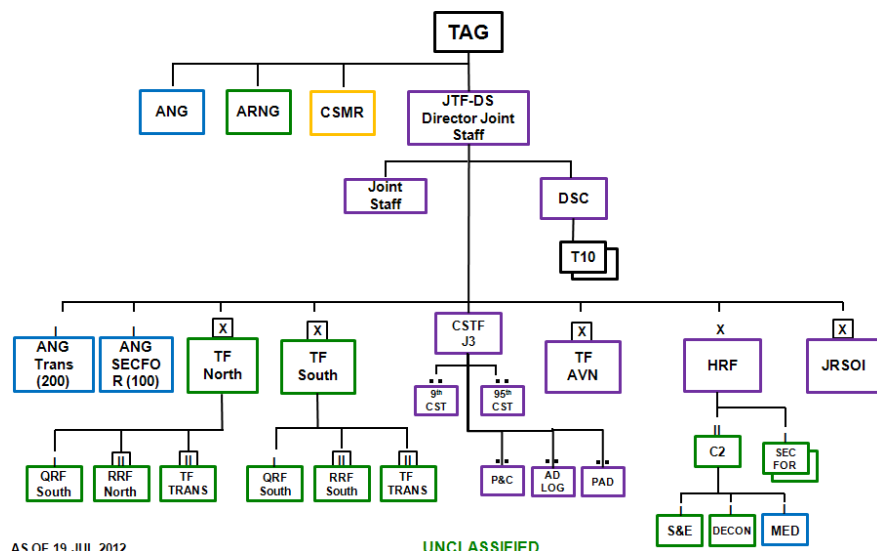
Unity of effort through Unified Command (UC). Effective Unified Command is indispensable to response activities and requires a clear understanding of the roles and responsibilities of each participating organization. ICS provides the structure to enable agencies with different legal, jurisdictional, and functional responsibilities to coordinate, plan, and interact effectively on the scene. Each participating agency maintains its own authority, responsibility, and accountability.

Readiness to act. Effective response requires readiness to act balanced with an understanding of risk. To save lives and protect property and the environment, decisive action is required of responders and those providing critical support. Incident Command is responsible for establishing immediate priorities for the safety of not only the public, but the responders and other emergency workers involved in the response.

CNG CIVIL SUPPORT TIERED RESPONSE

Incident management, including DSCA, is based on the principal of tiered response. CNG utilizes a regional, tiered response framework built on capability-based planning to prepare for and execute CS operations. Designated units are postured to respond to incidents within the State / region and or EMAC requests.

CNG CS Tier 1 Task Organization



AS OF 19 JUL 2012

Figure 8 – CNG Tier 1 Task Organization

PHASE I – SHAPING AND ANTICIPATION

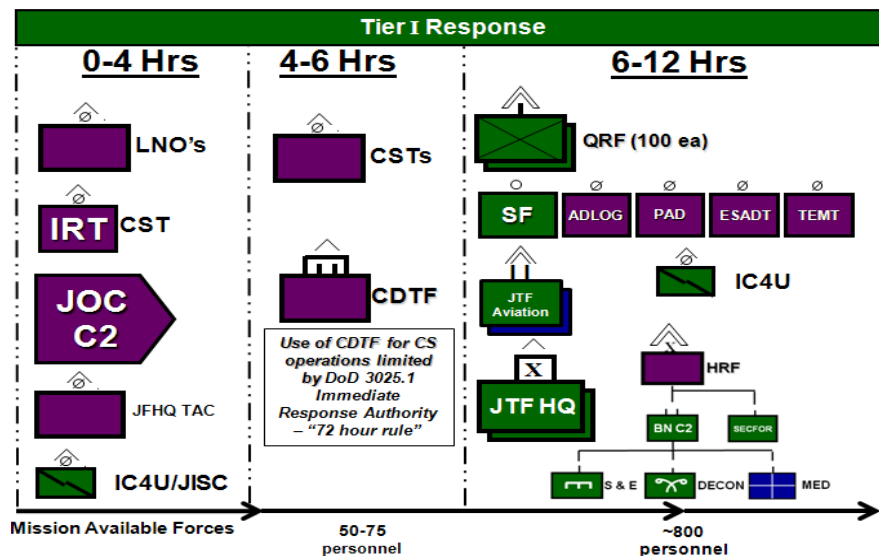
JOC Monitors AOR / AI

Incident Occurs MRT / RFA to JOC

- EMAC request
- JIEE request
- FEMA IX HRF request
- MOU / MOA's w/ States

1. TAG retains authority to activate & deploy units for CS operations
2. TAG authority to activate and deploy units is also delegated to J3
3. TAG and Governor are the approval authorities for deployment of CNG assets outside CA. Includes HRF and DART

PHASE II – ALERT AND DEPLOYMENT TIER I RESPONSE (ALL HAZARD)

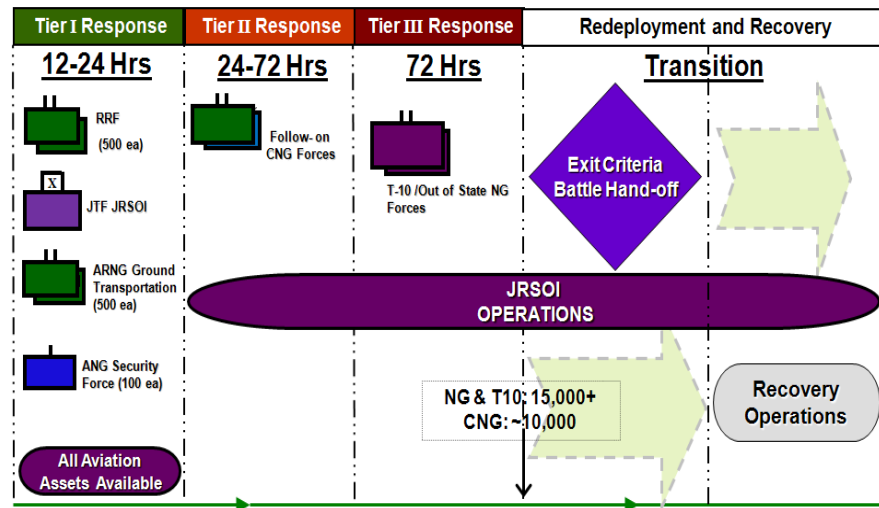


AS OF 19 JUL 2012

UNCLASSIFIED

Figure 9 – Phase II Tier I Response

PHASE III – OPERATIONS & PHASE IV REDEPLOYMENT (ALL HAZARD)



AS OF 19 JUL 2012

UNCLASSIFIED

Figure 10 – Phase III and Phase IV Tier I, Tier II, and Tier III Response / Redeployment and Recovery

OPERATIONAL PHASES

CS operations are generally conducted in five (5) phases: shaping, staging, deployment, civil support operations, and transition (redeployment and recovery). During planning, the Joint Field Command (JFC) establishes conditions, objectives, or events for transitioning from one phase to another. Phases are designed to be conducted sequentially, but some activities from a phase may begin in a previous phase and continue into subsequent phases. A civil support operation may be conducted in multiple phases simultaneously if the Joint Operations Area (JOA) has widely varying conditions. For instance, the commander may begin the **transition** phase in areas where military support is no longer required, while remaining in the **civil support operations** phase in other areas.

Phase I, Shaping - Shaping is continuous situational awareness and preparedness. Actions in this phase include interagency coordination, training and exercises. Shaping activities continue through all phases. Actions include:

- ☐ Interagency Coordination
- ☐ Multiagency / Multijurisdictional Training and Exercises
- ☐ Information Operations (IO)
- ☐ Gain Situational Awareness (gather / provide decision support information)
- ☐ Alert Commands
- ☐ Identify Units
- ☐ Nominate Base Support Installation (BSI)
- ☐ Conduct Training and Rehearsals
- ☐ Develop and sustain a continuous Common Operational Picture (COP)

Phase II, Staging - Phase II begins with the identification of a potential CS mission, or when directed to provide CS by the TAG and/or J3. Actions in this phase include identifying force capabilities for response and placing them on increased alert, identifying materials and supplies (rations, medical items, tents, cots, etc.) for response and preposition, and coordinating with other government agencies to ensure unity of effort. The Staging Phase ends with the issuance of a preparing to deploy / movement order. Actions include:

- ☐ Deploy Coordinating Officer/Advance Party
- ☐ Identify coordinating elements (LNOs / EPLOs)
- ☐ Position Forces to Facilitate Response
- ☐ Identify C2, Logistics and Medical
- ☐ Establish BSI
- ☐ Determine Follow-on Forces

Phase III, Deployment - Phase III begins with response force deployment. However, force deployment can occur at any time in any phase, except phase I (Shaping). Forces are phased into and out of the JOA based on requirements to meet federal agency requests for federal assistance, the changing operational focus (crisis response to stabilization, then to sustainment operations), and as specialized capability requirements

are identified. The deployment phase ends when response forces are ready to conduct operations in the JOA. Actions include:

- ☐ Response Forces Receive Mission
- ☐ Activate and Deploy C2
- ☐ Establish Rules for Use of Force (RUF)
- ☐ Establish LNOs
- ☐ Movement of Forces
- ☐ Establish Joint Reception, Staging, Onward Movement, and Integration (JRSOI)

Phase IV, Civil Support Operations. Phase IV begins when the CS response commences. This phase includes the rapid employment of CNG capabilities in support of civil authorities. There will be considerable overlap between this phase and the previous deployment phase as units arrive in the operational area and begin providing support. Phase IV ends when supported Emergency Support Functions (ESFs) no longer require CNG support. Actions include:

- ☐ Forces Ready to Conduct Mission
- ☐ Maintain COP
- ☐ Conduct CS
- ☐ Assess Mission and Support Requirements
- ☐ Report Commander's Critical Information Requirements (CCIR)
- ☐ Report Costs
- ☐ Transition Planning
- ☐ Implement Transition – Civil Authorities Prepare to Assume Responsibilities

Phase V, Transition. This final phase begins when CNG support to ESFs is no longer required. The transition phase ends when CNG response forces begin redeployment and are transferred back to their respective parent organizations. Actions include:

- ☐ Civil Authorities Assume Responsibility
- ☐ Response Forces Begin Redeployment and Authority is Transferred to Their Respective Commands
- ☐ Transition Begins
- ☐ Forces Redeploy Incrementally
- ☐ Transfer of OPCON
- ☐ C2 Stands Down
- ☐ Personnel / Equipment Accountability Is Met
- ☐ Refit, Repair and Resupply
- ☐ Report Costs
- ☐ Maintain Situational Awareness
- ☐ Capture Lessons and Best Practices

CNG CS MISSION SUPPORT CAPABILITIES

C2 – Command and Control in CS operations requires a change of mindset. In CS operations, civil authorities are in charge and run response and support operations through an Incident Commander (IC) or Area/Unified Command Group regionally. Typically the CNG is in direct support role. Initially, commanders should expect some level of chaos until all functional elements of the Incident Command System (ICS) are in place regardless if they are in a response or emergency support role. Successfully accomplishing the functions of Command and Control require:

- Unity of command / effort (provide a distributed supervisory control system within any given mission area that is hierarchical and cooperative)
- Unity of intent - set by IC for each operation period (objectives, priorities & critical resource needs for 12, 24, 48, 72 hours)
- Reassessing capabilities each operational period (current, near and long term)
- Explicit control and situational awareness (continuous)

C2 Initial actions include:

- ☐ Review military/civil authority planning considerations, Incident Action Plan (IAP)
- ☐ Validate alert, recall, mobilization and deployment procedures
- ☐ Validate reporting procedures (Internal and External)
- ☐ Establish a Common Operating Picture (COP) between Tier 1 Elements and JFHQ JOC/JTF-DS
- ☐ Establish a communications architecture that supports horizontal & vertical communications to include Blue Force Tracker systems.
- ☐ Conduct Marshalling / Trans Link-Up procedures and validate movement timelines
- ☐ Validate ESAD processes through the employment CaSAD system.

PRE-SCRIPTED MISSION ASSIGNMENTS

Tier 1 CS Capabilities (CST O/O 24/7)

Civil Support Teams (CSTs) - The 9th and 95th CSTs leverage the best military and civilian technology and expertise available. They were established to ensure the local Incident Commander had military personnel with specialized skills training who could help assess the situation and translate his requirements to expedite additional response capabilities rapidly and accurately. Their mission includes:

- Provide initial CA National Guard response force
- Support Civil Authorities at Incident Site(s)
 - **IDENTIFYING** hazardous agents/substances
 - **ASSESSING** current and projected consequences
 - **ADVISING** civilian responders regarding appropriate actions and response measures
 - **ASSISTING** with requests for assistance to expedite arrival of additional State, Federal and DoD assets to help save lives, prevent human suffering and mitigate great property damage
- Perform liaison with Interagency Partners
- Coordinate for Follow-on Forces

CST Response Capability:

- Primary Response within 250mi of LA (9th CST) & SF (95th CST)
- Responsible Area of Operations FEMA Region IX (CA, NV, AZ, HI, & Guam)
- O/O capability to respond Within Continental U.S. & Abroad for CBRN Incidents

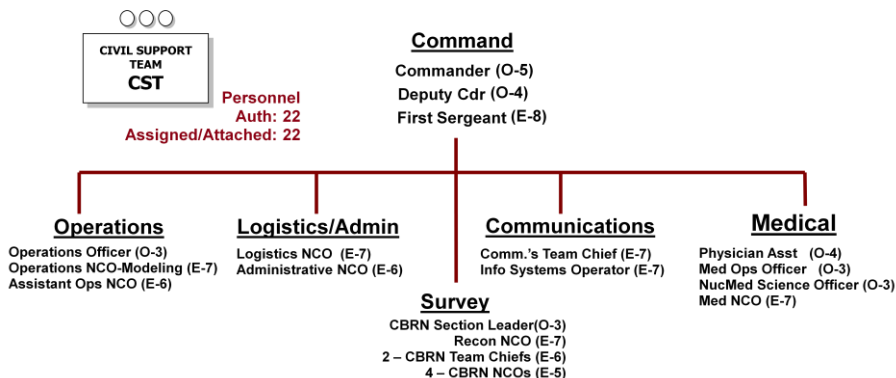
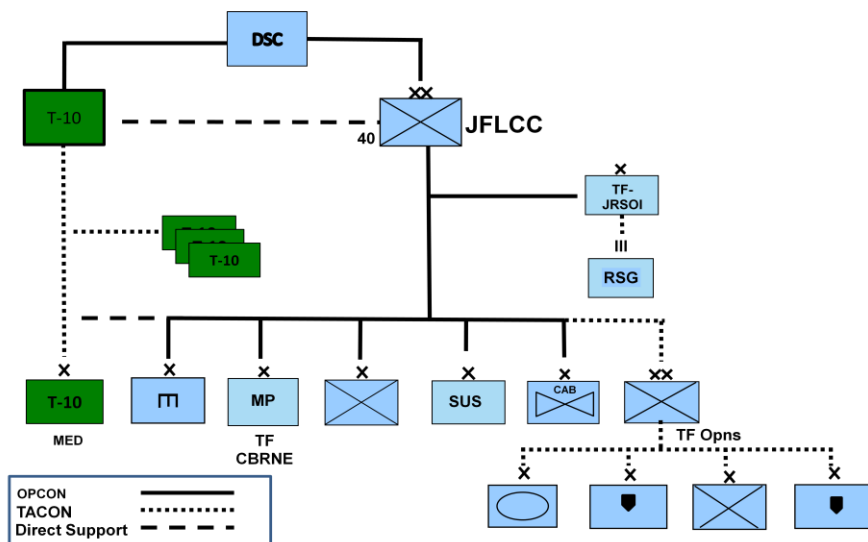


Figure 11 – CST Organizational Chart

Tier 1 CS Capabilities (JFLCC O/O 4-6 Hours)

40th ID JFLCC - provides mission command of joint forces to minimize the impact of catastrophic all hazards events on critical infrastructure by anticipating, planning and executing, a timely, safe, effective and efficient response to requests for Civil Support.



As Of: 10/3/2012

UNCLASSIFIED

Figure 12 – 40th ID JFLCC Organizational Chart

Tier 1 LNO Response Capabilities (O/O 0-4 Hours)

MISSION: Liaison Officer (LNO) acts as the commander's representative that effects coordination and cooperation between organizations. The LNO's focus is maintaining intercommunication between CNG force structure and the supported agencies to ensure mutual understanding and unity of purpose.

The LNO must be thoroughly knowledgeable of the supported organization's mission, Tactics, Techniques, and procedures (TTP); organizational structure, and capabilities.

KEY CHARACTERISTICS:

- Understand the LNO role and senior leadership expectations
- Effectively manage internal and external information
- Effectively communicate during all aspects of an operation
- Identify and use tools, tactics, techniques, doctrine, and procedures to maintain individual and team situational awareness of the operational environment
- Know how to effectively track requests for information, provide assistance and timely input, and organize to capability to support resources
- Know when to ask for assistance so as to not become overwhelmed
- Maintain situational awareness and access to a common operational picture
- Understand why and how to maintain historical documentation
- Posses the appropriate skill sets and staff planning expertise
- Sufficient rank to effectively represent the commander with the supporting unit or agency

KEY FUNCTIONS:

- Monitoring
- Coordinating
- Advising
- Assisting

GAUGING SUCCESS:

- Routine and effective communication of tasks is accomplished in a timely manner
- Smooth information exchange and mission coordination (current mission status, support requirements, and immerging issues) occurs up and down the chain
- Situational awareness level at which proposed tasks can be anticipated

Tier 1 JTFDS-CD Capabilities (QRF O/O 4-6 Hours)

MISSION: JTFDS-CD leverages unique military capabilities to assist Law Enforcement Agencies in the disruption and dismantling of illicit drug production and trafficking by Transnational Criminal Organizations (TCO).

KEY CHARACTERISTICS:

- Ground Tactical Support
- Team CONDOR (C-130)
- Team EAGLE (Aviation Support)
- Team FALCON (Aerial Observation/Recon)
- Team HAWK (HH-60 hoist: insertion/extraction)
- Drug Demand Reduction (DDR) program
- Criminal Analyst Support (SWB)
- Tactical Medical Training (LEA Training)

MISSIONS INCLUDE:

- Southwest Border Mission Support
 - Engineer Support
 - Mobile Vehicle Inspection Systems
- Aerial Transportation / Hoist
- Aerial Photo Reconnaissance (Day / Night)
- Medical Evacuation
- Maritime Interdiction
- Medical Training
- Translation: Audio/Video Analysis

Tier 1 QRF Capabilities (QRF O/O 6-12 Hours)

MISSION: On order, mobilize and deploy within 6 hours of notification to any incident within the state in order to conduct security operations in support of civilian law enforcement agencies or conduct other operations as directed by the Adjutant General, the Governor or the President of the United States.

KEY CHARACTERISTICS:

- 100 Guard personnel deployed within 6 hours
- Designed to logistically self sustain for up to 48 hours
- Designed for a quick response; rotating responsibility IAW ARFORGEN cycle
- Two within California

MISSIONS INCLUDE:

- Providing site security (i.e., security at evacuation centers in 2007)
- Establishing roadblocks, checkpoints or both
- Assisting civil authorities with civil disturbances
- Protecting critical infrastructure (i.e., Operation Aeroshield in 2006)
- Other missions as directed

Tier 1 HRF Capabilities (HRF O/O 6-12 Hours)

MISSION: On order responds to chemical, biological, radiological or nuclear (CBRN) incidents and supports local, state, and federal agencies with managing the consequences of the event by providing capabilities to conduct decontamination, medical triage, and casualty search and extraction.

KEY CHARACTERISTICS:

- Dual mission and modular
- Comprised of NG Army and Air personnel
- Self deployable and air transportable with GSA vehicle package
- Designed to provide C2 for NG CBRN units in each FEMA Region
- Specialized training for a WMD environment, equipment meets NIOSH / OSHA standards

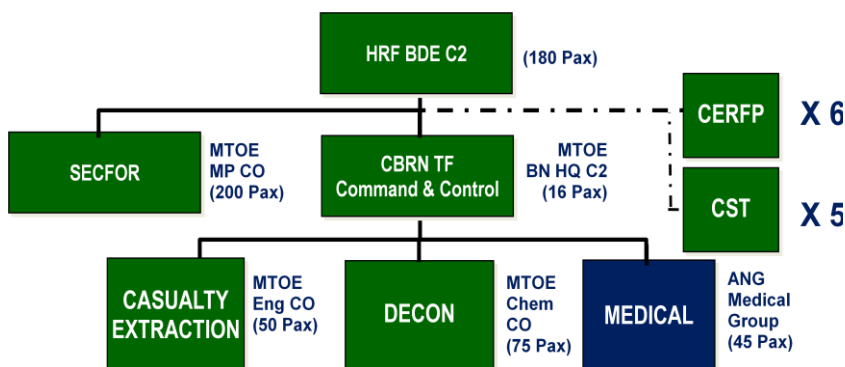


Figure 13 – HRF Organizational Chart

Tier 1 Joint Task Force (JTF – Bde Level C2 O/O 8 Hours)

MISSION: On order, provide Brigade level command and control of mobilized CNG forces within the designated area of responsibility within 8 hours of notification. Coordinate logistics support for current and anticipated operations of assigned forces. Maintain communications with JTF-DS and liaison with supported civilian agencies.

KEY CHARACTERISTICS:

- Brigade sized headquarters (100 – 150 personnel)
- Maintains suite of communication systems (JISCC / IC4U) for communications
- Generally activated for large scale and sustained operations
- Two within California

MISSIONS INCLUDE:

- Provide Command and control of mobilized forces
- Receive and integrate follow on forces
- Conduct necessary administrative actions to support mobilized forces
- Provide information on current operations to JTF-DS (JFHQ)
- Interface and coordinate with civilian authorities

Tier 1 Ready Response Force (RRF O/O 12 Hours)

MISSION: On order, mobilize and deploy within 12 hours of notification to any incident within the state in order to conduct security operations in support of civilian law enforcement agencies or conduct other operations as directed by the Adjutant General, the Governor or the President of the United States.

KEY CHARACTERISTICS:

- 500 Guard personnel deployed within 12 hours
- Designed to Logistically self sustain for up to 48 hours
- Designed for a quick response; rotating responsibility IAW ARFORGEN cycle
- Two within California

MISSIONS INCLUDE:

- Providing site security (i.e., security at evacuation centers in 2007)
 - Establishing roadblocks, checkpoints or both
 - Assisting civil authorities with civil disturbances
 - Protecting critical infrastructure
 - Other missions as directed
-

Tier 1 Homeland Defense (HLD) (O/O 6-12 Hours)

144th Fighter Wing's Federal Mission

MISSION: The 144th Fighter Wing's Federal Mission is to provide Air Superiority in support of worldwide joint operations as well as Air Defense at home. Additionally the 144th contributes agile combat support and intelligence, surveillance, and reconnaissance for the combatant commander.

MISSIONS INCLUDE:

Air Sovereignty Alert 1949 to present

Operation Noble Eagle (9-11-2001 to present)

In FY11: F-16C total Sorties 2079 = 3240.1Hrs

In FY11:C-26 Counter Drug Sorties 95~ 254.4Hrs

Protecting critical infrastructure

Other missions as directed

SUPPORT CAPABILITIES / DSCA:

Primary contributions include ready manpower, reconnaissance assets, response to chemical, biological and radiological attacks, security, medical, civil engineering and command and control.

Tier 1 Specialized Capability O/O:

Transportation (O/O 12 Hours)

MISSION: On order, provide transportation, by ground, of up to 500 service members within 12 hours of notification in order to support Tier 1 forces or other mobilized forces. Be prepared to provide transportation of civilian personnel and palletized configured cargo in order to support evacuation or logistics resupply operations.

KEY CHARACTERISTICS:

- Company/Battalion sized force structure
- Designed to be self sustaining for 72 hours to include refueling
- Designed to provide single lift of Tier 1 forces from home station to the area of operations

MISSIONS INCLUDE:

- Transport mobilized CNG forces
- Support evacuation operations
- Transport civilian first responders (i.e., Lightning Strike)
- Support logistical resupply operations (civilian or military)

TRANSPORTATION SUPPORT CAPABILITIES / DSCA

The Logistics Directorate/Groups provide supplies and services for the California National Guard (CNG) or supporting incident response to regional, state and Federal emergency disaster assistance. Maximizing the CNG ability to utilize Logistics support functions to streamline the support process to the field at large.

- Baseline light wheeled vehicle platforms for military transportation
- Medium Baseline light wheeled vehicle platforms for logistic operations
- Heavy wheeled vehicle platforms for logistic operations
 - Trailers/Transport
 - Palletized Loading Systems (PLS)
 - Heavy Equipment Transport (HET)
- Light Ambulance - transporting 4 litter patients, or 2 litter and 4 ambulatory patients, or 8 ambulatory patients.
- Light, medium, heavy - truck fuel tankers

Tier 1 Specialized Capability O/O: Communications (O/O 12 Hours)

MISSION: On order, provide Command, Control, Communications, and Computer (C4) capability for CNG forces within 12 hours of notification in order to support Tier 1 forces or other mobilized forces. Be prepared to provide C4 to the CNG Joint Forces Headquarters and DSCA interoperability operations for:

- Integrating collaborative tools in to the command's technology structure.
- Streamlining information sharing in allied or coalition environments.

KEY CHARACTERISTICS:

- Information Management, Services and Systems Support
- Data Processing
- Emergency Response Teams

COMMUNICATIONS SUPPORT CAPABILITIES / DSCA:

J6 provides seamless, secure, continuous and dynamic information systems throughout California Army National Guard, Joint Forces Headquarters for DSCA operations.

- 2 - C2 Vehicles
- 6 – IC4Us and 2 fly away units
- Supports contingency operations by ensuring Command Control Communication Computer Systems (C4S)
- Coordinates C4S requirements between component and Unified Command counterparts
- Oversees current communications connectivity issues, and directs cross-component support as required
- Provides contingency and exercise support is managed by the J6 through the C4S Crisis Response Cell and Crisis Action Team.
- Coordinates Satellite Communication (SATCOM) and Spectrum Management issues
- Manages internal Joint Force Headquarters Communications Security (COMSEC)
- Provides Secure Telephone Unit (STU-III)s, secure fax machines and secure cellular telephones
- Provides commercial telephone service, cellular phones, pagers, radio frequencies, hand-held radios, radio base stations, facsimile machines, supplies, secure telephone desk sets, and Intrusion Detection Systems (IDS) connectivity.
- Provides computer-based networking initiatives including network engineering, LAN, WAN and RCAS administration

Tier 1 Specialized Capability O/O: Aviation (O/O 12 Hours)

MISSION: On order, provide aviation/transportation, by air military service members, for civilian disaster response or evacuees within 12 hours of notification in order to support Military/DSCA missions or other mobilized forces. Be prepared to provide aviation/transportation/aero-medical and movement of palletized configured cargo in order to support evacuation, search and rescue, photo reconnaissance or logistics resupply operations.

KEY CHARACTERISTICS:

- High quality, robust aviation support packages
- Modernized equipment, in order to conduct safe, effective mission support
- Designed to be self sustaining for 72 hours to include refueling support

MISSIONS INCLUDE:

- Declared emergencies/DSCA operations
- Military support to civil law enforcement
- SAR missions when loss of life, limb, or sight are threatened
- Training of State emergency response personnel
- CNG authorized State military missions
- Counter-drug operations (CDOPS)
- Aero-medical evaluation or transportation
- Military Assistance to Safety & Traffic (MAST)
- Emergency transport:
 - Rescue teams to and from incident.
 - Public Affairs /Media Travel
 - Orientation Flights, Fly-over, Static display, Aerial reviews, Parachute/Air Assault, Tactical Landing, Medical Evacuations and Demonstrations
 - State Emergency Response Teams

AVIATION SUPPORT CAPABILITIES / DSCA:

- Command & Control
- Communications Support
- Search and Rescue (SAR)
- Air Transportation and Evacuation
- Photo Recon
- Modular Airborne Fire Fighting System (MAFSS)
- Tanker Air Lift Control Element (TALCE)
- Wildfire Suppression
- Aerial MEDEVAC / CASEVAC
- Flood / Levee Recon
- Fuel Transport
- Water Transport
- FLIR / Night Vision

Tier 1 Specialized Capability O/O: Medical (O/O 12 Hours)

MISSION: On order, provide medical support, health protection, public health, agent detection, and health surveillance capabilities to military service members, civilian disaster response or civil population/evacuees within 12 hours of notification in order to support Military/DSCA missions. Be prepared to provide highly mobile, integrated and multifunctional medical response capabilities.

KEY CHARACTERISTICS:

- Highly mobile (ground/air)
- Integrated and multifunctional medical response capabilities

MISSIONS INCLUDE:

- Ground and Aero medical evacuation support
- Expeditionary Medical Support packages
- Military Medical Assistance Team (MILMAT)
- Modernized equipment, in order to conduct safe, effective mission support
- Critical Care Air Transport Teams (CCATs)
- Casualty staging
- Treatment, surveillance and agent detection
- Expeditionary Medical Support (EMEDS) units and their augmentation to increase their capability to civilian hospitals
- Medical force surge generation

MEDICAL SUPPORT CAPABILITIES / DSCA

Triage and stabilization of patients, patient decontamination, inspection of food and water supply, and medical support to military members deployed in the same mission.

- Collection of injured
- Sorting (triage)
- Providing an evacuation mode (transport-ground/air) MEDEVAC teams
- Providing medical care enroute
- Ground and Aero medical evacuation support
- Anticipating complications and being ready and capable to perform emergency intervention
- Emergency movement of medical personnel, equipment, and supplies, including whole blood, blood products, and biological.
- Operate on a 24-hour-a-day basis
- Evacuate patients based on operational capability (dependent on type of ambulance/aircraft).
- Treatment and surveillance of patients
- Internal/external load capability for the movement of medical personnel and equipment.

Tier 1 Specialized Capability O/O: Security (O/O 12 Hours)

MISSION: On order, provide security forces in order to enhance security capabilities within 12 hours of notification during specified civil support missions and emergencies. Be prepared to provide highly mobile, integrated and multifunctional security response teams/capabilities.

KEY CHARACTERISTICS:

- Highly mobile Security Forces (SECFOR) and Personal Protection Details (PSD)
- Integrated and multifunctional security response capabilities
- Provides fixed site security or dignitary protection
- Leverages existing
 - CNG (ARNG/ANG) security force structure
 - CSMR security force structure

MISSIONS INCLUDE:

- Military installations and/or fixed sites
- Critical Infrastructure Protection
 - Airports
 - Bridges
 - Ports
 - Refineries
 - Water Treatment
 - Utilities (Power/Water/Gas/Steam/Wind)
 - Transportation Hubs
 - Distribution Centers
 - DoD Industrial Support Manufacturing/Support Facilities
- Dignitary Protection

SECURITY SUPPORT CAPABILITIES / DSCA

SECFOR and PSD is equipped, trained and capable of providing security at fixed sites, and have the ability to provide personnel security details during an emergency or heightened FPCON level when called upon, and perform other security missions as assigned.

Tier 1 Specialized Capability O/O: Engineer (O/O 12 Hours)

MISSION: On order, provide engineer support, horizontal/vertical and debris removal capabilities to support military/civil support operations within 12 hours of notification. Be prepared to provide highly mobile, integrated and multifunctional engineer response capabilities.

KEY CHARACTERISTICS:

- Provides access and mobility
- Enhances denial/counter-mobility
- Sustains survivability
- Fire Protection capabilities

MISSIONS INCLUDE:

- Horizontal Construction - structures, fenced compounds-holding areas, maintenance & repair (concrete pads/bldg foundations/footings)
- Vertical Construction, road/runway repair and maintenance, helipads, debris/clearing, bridging, drainage operations
- Heavy Equipment & Operators (Grader, Backhoe, Dozer, Dump Truck, Excavator, Skid Steer Loader (Bobcat))
- Engineering Assistants (surveying, CAD)
- Utilities Construction, Maintenance & Repair (water/gas/sewer, interior plumbing, water/sewage treatment plant operations) /repaired water treatment and designing wastewater systems.
- Power generation - Electrical Construction, Maintenance & Repair (Interior Electric, Exterior Electric, Power Production (Generators & operations))
- Demolitions Operations
- Implement engineer intelligence collection for standard and non-standard digital topographic products to identify geospatial support requirements
- Conducts Area Damage Assessment
- Coordinates Port Activities
- Install Underwater Pipeline
- Install Conventional Underwater Anchor System
- Dredging Operations
- Perform environmental controls & safe guards
- New/Existing Quarry Site Set-up for crusher – wash – screening equipment
- Conduct Rock-Crushing Operations – clearing, grubbing, stripping, drilling and blasting operations (perform construction material quality controls)
- Perform environmental controls & safe guards
- Engineering Support (damage assessment, force protection planning)

Tier 1 Specialized Capability O/O: Maintenance (O/O 12 Hours)

MISSION: On order, provide statewide maintenance support capabilities for military/civil support operations within 12 hours of notification. Be prepared to provide highly mobile, integrated and multifunctional maintenance support teams that are networked and supported by CNG Surface Maintenance Directorate, Organizational Maintenance Shops (OMSs) and Combined Support Maintenance Shops (CSMSs) capabilities.

KEY CHARACTERISTICS:

- Provides air/ground direct maintenance support - furnishing technical assistance and maintenance related support activities
- Repairing, fabricating or replacing unserviceable components
- Refinishing, modifying (as directed by technical order), repairing accessories and auxiliary equipment, and doing structural repair

MISSIONS INCLUDE:

- Technical advice pertaining to maintenance of equipment
- Tailored maintenance contact teams to deploy forward
 - Engine repairs
 - Airframe repairs
 - Welding
 - Main rotor blade repair and balance
 - Composite material repairs
 - Electrical systems repairs
 - Avionics and armament repairs
 - Hydraulic components repairs and manufacture of lines
 - General inspections
- Organizational Maintenance, limited depot maintenance and Class IX Repair Parts services
- Program manager for Class IX to include Depot Level Repairable (DLR) repair parts
- Long-range planning to ensure adequate facilities, personnel and tools are provided for the servicing and repair of equipment
- Provides supported units with repair parts as required
- Organizational and support maintenance on the automotive/aircraft portion of all equipment positioned at CSMS/MATES
- Organizational and support maintenance on all communication-electronic components, systems, and test equipment that is associated with, or a component of, equipment positioned at the CSMS/MATES
- Provides welding, machine shop, painting, auto body repair, and fabric and leather support
- Quality control maintenance program through initial, in-process, and final inspection of all organizational maintenance, direct and general support maintenance, and modifications
- Performance of all scheduled and unscheduled organizational maintenance on equipment and basic issue items positioned at the CSMS/MATES
- Provide technical and maintenance inspections during issue, use, and turn-in of CSMS/MATES equipment.

California Innovative Readiness Training (CAIRT)

MISSION: California Innovative Readiness Training (CAIRT), augmented by Department of Defense (DoD) units and individuals, conducts engineer and medical operations throughout the State in order to rehabilitate critical infrastructure and provide healthcare to underserved communities.

KEY CHARACTERISTICS:

- Horizontal Construction: road repair and rehabilitation, drainage structures and pavement
- Vertical Construction: carpentry, electrical, plumbing, welding, HVAC, concrete
- Medical and Dental Clinic Support: physicians, nurses, patient administration, technicians, dentists and hygienists
- Transportation: equipment and material long haul

MISSIONS INCLUDE:

- Construct rural roads and airplane runways,
- Construct small buildings and warehouses
- Transport medical supplies, equipment, and material to medically underserved areas
- Provide medical and dental care to Native Americans and Alaska Natives, and other medically underserved communities.

Tier 2 JRSOI Capabilities (O/O 24-72 through Redeployment and Recovery)

Mission C2 to JRSOI and Task Organization - Future CS missions, will demand well developed operational and logistical planning, force mix, appropriate sequencing in and out of the impacted region, and a constant requirement for soldier and unit versatility. Such missions will require leaders and units that can integrate civil/military operations and that have the agility to adapt and adjust to the on- scene incident command structure. All of these requirements will occur in the CS combined environment during the formation of the Joint Task Force Joint Reception, Staging and Onward Integration (JTF-JRSOI).

JRSOI provides a common framework to focus joint and Service component capabilities into a coherent operation. The context of each JRSOI process may vary reflecting the nature of the operation, METT-T, and civilian considerations. However, deploying forces, regardless of Service, normally undergo some form of reception, staging, onward movement and integration

JTF-JRSOI is established when two (2) or more Level 1 / Level 2 CNG JRSOI sites, any Level 3 JRSOI site or the JFLCC is established. JTF JRSOI is OPCON to JTF-DS or the JFLCC (if established).

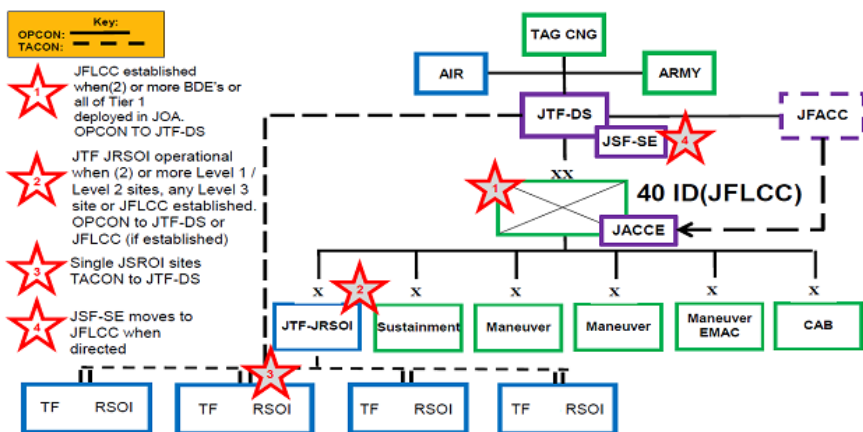


Figure 14 – JTF-JRSOI Organizational Structure

Essential Elements of JRSOI

- 1) **Ability to Execute a Mission** -The ability to execute a mission largely depends on the speed with which deploying forces assemble at the required location and having forces capable of meeting the JFLCC Commander's operational requirements.
- 2) **Maintaining Mission-Capable Forces** - Maintaining effectiveness and promoting efficiency in JRSOI facilitates preparation for operations by providing adequately resourced, mission-capable forces to execute the JFLCC Commander's mission.

Four Segments of JRSOI

- 1) **Reception** operations include all those functions required to receive and clear personnel, equipment, and materiel.
- 2) **Staging** assembles, temporarily holds, and organizes arriving personnel, equipment, and materiel into forces and capabilities and prepares them for onward movement for CS operations.
- 3) **Onward Movement** is the process of moving forces, capabilities, and accompanying materiel from reception facilities, marshalling areas, and staging areas to tactical assembly areas (TAAs) and/or operational areas or other theater destinations.
- 4) **Integration** is the synchronized transfer of capabilities into an operational commander's force prior to mission execution.

Three Principles of JRSOI

- 1) **Unity of Command** – Unity of command specifies that a single individual is responsible for the overall coordination of JRSOI activities. Adhering to this principle provides an interlocking web of responsibility which is a foundation for trust, coordination, and the teamwork necessary for unified military action (requiring clear delineation of responsibility among commanders up, down, and laterally).
- 2) **Synchronization** - Synchronization links deployed personnel, equipment, and material in a timely manner. A well-synchronized flow expedites buildup of mission capability and avoids saturation at nodes and along lines of communications (LOCs), thereby enhancing CS operations (requiring detailed joint planning).
- 3) **Balance** - Balance applies to managing the time-phased force and deployment data (TPFDD) flow. Managing the TPFDD allows the supported JFLCC Commander to adjust the movement schedule for units as mission requirements or conditions change. Asset visibility (AV) further provides users with timely and accurate information on the location, movement, status, and identity of units, personnel, equipment, and supplies. Balance is especially relevant to the relationship between deployment and distribution. To achieve balance, the flow through the pipeline and the MAC network must be regulated and integrated to allow a continuous and controlled flow of forces and sustainment into and within the area of responsibility (AOR).

In order to achieve unity of command, synchronization, and balance, JRSOI relies upon essential and enabling elements as shown below. These elements combine in various ways under differing circumstances to make the operations associated with JRSOI possible.

JRSOI Essential and Enabling Elements	
Essential	Enabling
Communication Systems	Local and MAC Support
Force Protection	Federal Support
Support Organizations and Structures	Private Sector Support

Table 1 – JRSOI Essential and Enabling Elements

JRSOI Process Categories. This Guide is applicable to Installations hosting JTF-RSOI, CNG JTFs-RSOI, Joint Task Force-Domestic Support (JTF-DS), The California Army National Guard (CAARNG), the California Air National Guard (CANG), and the State Military Reserve (SMR). JRSOI operations at the strategic, operational, and tactical levels of Civil Support operations for processing are categorized by the following::

1. Category 4: Up to 500
2. Category 3: 500 to 1,500
3. Category 2: 1,500 to 3,000
4. Category 1: 3,000 to 5,000

Joint Staff Division Supported Command. The Joint Staff Directorate is the Joint Force Headquarters-California (JFHQ-CA) Supported Command for providing the California Emergency Management Agency (CALEMA) Defense Support to Civilian Authorities (DSCA) resources. The Joint Staff Division becomes operational when the Director, Joint Staff Division orders the Joint Staff to surge into Joint Task Force-Domestic Support (JTF-DS).

1. Joint Staff Division/JTF-DS JRSOI Responsibilities. The JTF-DS commander is responsible establishing and adjusting the DSCA Time Phased Force Deployment Data (TPFDD) the California Area of Responsibility (AOR) based upon CALEMA requirements.

a. The JTF-DS ensures that JRSOI activities have unity of command, are synchronized, and are balanced, or regulated, against the TPFDD.

b. The JTF-DS assembles an AOR Joint Transportation Board (JTB)/AOR Joint Transportation Movement Center (JTMC) to direct TPFDD flow into the JTF-JRSOI sites IAW JP 4-01.8, Joint Tactics, Techniques, and Procedures for Joint Reception, Staging, Onward Movement, and Integration (13 June 2000).

2. The JTF-DS/Supported Commands Duties. The JTF-DS determines whether to activate apportioned JTF-RSOIs and provides Command and Control (C²) through DSCA mission duration. The JTF-DS Commander and staff perform the following functions in the JRSOI process:

Functional Areas. The JTF-RSOI major reception functions are to prepare to receive forces and to conduct debarkation operations. The JTF-RSOI finalizes plans for assembling and sustaining incoming Joint Forces and coordinates with the JTB/JTMC from transporting joint force units and equipment from embarkation points to JRSOI sites.

1. Identify the movement, timing, and sequence of the deploying forces in the TPFDD.
2. Report AOR in-transit visibility (ITV) theater movement data.
3. Ensure that communications infrastructure supports the timely transmission of ITV data from AOR field activities to the Global Transportation Network (GTN).
4. Validate the CNG AOR's JRSOI infrastructure.
5. Develop and operate the lines of communication (LOC) within the CNG AOR.
6. Monitor Movement control through the LOC and force tracking.
7. Provide security of the LOCs and protection of forces in the LOC.
8. Provide a joint rear area coordinator (JRAC), if designated, who is responsible for key LOC security in the CNG AOR.
9. Provide Liaisons Officers with the US Transportation Command (USTRANSCOM) for strategic lift, if required.
10. Integrate the pre-positioning (ashore and/or afloat) materiel in CNG AOR.
11. Establish CNG AOR Memorandum of Agreements/Memorandums of Understanding for services and support.
12. Contract and acquire reception, staging, onward movement facilities, supplies, and services for command and control of assigned, allocated, or attached forces.
13. Manage JTF-RSOLs to centrally control critical assets and more effectively react to unforeseen circumstances by organizing functional boards and centers.
14. Establish functional boards, when required, to manage JRSOI within CNG AOR to resolve contentious transportation issues, coordinating the employment of CNG transportation modes and capabilities, within the command at the operational levels.
15. Provide support to personnel arriving into the CNG AOR.
16. Centrally coordinate the efforts of all CNG supporting commands, supporting EMAC JFHQs-state, and Northern Command (NORTHCOM) and other key players in the JRSOI process.
17. Define Joint Operational Areas (JOA)/Boundaries when simultaneously employing multiple JTF-RSOL's.

CNG Supporting Commands. The California Army National Guard (CAARNG), the California Air National Guard (CANG), and the State Military Reserve (SMR) are supporting commands to the Joint Staff Division/JTF-DS during DSCA operations IAW CNG EPM Chapter 2, Concept of Operations.

1. The supporting commands will most likely apportion and deploy the majority of its component capabilities directly to incident command sites without JRSOI requirements for a major catastrophe in California.
2. The CNG is primarily responsible for providing JRSOI for EMAC and Title 10 forces.

3. The Supporting Commands apportions C² capabilities to JTF-DS for managing the transportation, logistic, and personnel functions within the CNG AOR.

CANG Supporting Commands Responsibilities. The CA ANG provides apportioned JTF-RSOI C² capabilities IAW CNG EPM, Chapter 2, Section 2-3, (e-3, c).

1. The CANG Supporting Commands will provide the JTF-DS, if available, a Joint Force Air Component Commander (JFACC) to the JTB/JTMC to coordinate airlift into and through the CNG AOR.
2. The CANG apportions Security Forces (SECFOR), logistical, and transportation capabilities to the JTF-DS, if available, to support the JTF-RSOI requirements to manage JRSOI at designated CNG JRSOI sites.

CANG Supporting Commands Duties. The CANG is responsible for providing capabilities necessary for the JTF-DS to coordinate airlift necessary to support TPFDD flow into, through, and from JRSOI sites. These duties include:

1. Provide a trained Joint Force Commander, O-6 or above as the AFACC to coordinate Airlift into, through, and from the CNG AOR.
2. Verify supporting Airlift movement data into and from CNG AOR.
3. Regulate the Airlift support flow to maintain balance and synchronization to and/or among JRSOI sites.
4. Coordinate Airlift flow with Supporting JFHQs-State, NORTHCOM, and Joint Functional Commands to maintain balance, synchronization, and unity effort during the JRSOI processes.
5. Provide Air Guard liaison officers to USCINTRANS, if required, to coordinate CNG support functions at aerial ports of embarkation (APOEs), Aerial ports of Debarcation (APODs) and movement to and from CNG JRSOI sites.
6. Participate in Joint JRSOI Training Exercises such as the Vigilant Guard.
7. Provide a CANG O-6 Wing Level Commander as Logistics Director to manage civil engineers, supply, services, transportation, fuel, and logistic plans within the CNG AOR.
8. Provide CANG Liaison Officers, if required, to Civilian Agencies to de-conflict competing interests for Military Airlift into CNG AOR in support of JRSOI.
9. Provide Air Operations Centers (AOC), as necessary, to synchronize, balance, and maintain Airlift flow with TPFDD Requirements.

The CAARNG Supporting Command JRSOI Responsibilities.

1. The CAARNG provides limited apportioned JRSOI capabilities IAW CNG EPM, Chapter 2, Section 2-3, (e-2, a thru h).

2. The CAARNG will provide the JTF-DS, if available, a Joint Force Land Component Commander (JFLCC) to the JTB/JTMC to coordinate ground transportation into and through the CNG AOR (See Figure 14, Page 38).
3. The CAARNG provides the JTF-DS available apportioned capabilities IAW CNG EMP, Chapter 2, Section 2-3(2-h) to support JTF-DS requirement to regulate ground transport into, through, and from the CNG AOR to synchronize, balance, and maintain TPFDD requirements.

CAANG Supporting Commands Duties. The CAANG is responsible for providing essential capabilities for the JTF-DS so they can provide necessary ground transportation to support TPFDD flow into, through, and from JRSOI sites. These duties include:

1. Provide a JTF-Commander-trained O-6 or above Brigade Level Officer as the Joint Force Land Component Commander (JFLACC) to coordinate ground transportation into and through the CNG AOR.
2. Provide a CARNG O-6 Level Commander to coordinate Combat Service Support units assigned or attached to operating EMAC/Title 10 forces in the CNG AOR.
3. Establish and maintain a Material Management Center (MMC) if required.
4. Verify supporting Ground Transportation movement data into and from CNG AOR.
5. Provide Joint Movement Centers (JMC) to support movement from JRSOI sites to Areas of Operation to maintain balance and synchronization to and/or among JRSOI sites.
6. Coordinate Ground Transport flow with Supporting JFHQ-States, NORTHCOM, and Joint Functional Commands to maintain balance, synchronization, and unity effort during the JRSOI processes.
7. Provide Army Guard liaison officers to functional commands, if required, to coordinate Memorandums of Understanding/Memorandums of Agreement for the use of Ground Transportation equipment.
8. Participate in Joint JRSOI Training Exercises such as the Vigilant Guard.
9. Provide CAARNG Liaison Officers, if required, to Civilian Agencies, if necessary, to de-conflict competing interests for Military Ground Transportation into CNG AOR in support of JRSOI.
10. Manage and Coordinate distribution operations within the CNG AOR to support JRSOI operations and TPFDD.
11. Coordinate reporting information to the National Guard Bureau/NORTHCOM ITV and the Global Transportation Network systems.
12. Coordinate the offloading, transporting, and returning of manpower and equipment from Seaports of embarkation (SPOEs), to CNG JRSOI Sites, and Seaports of debarkation (SPODs) within the CNG AOR.

JFHQ-CA Facilities, Engineering, and Environmental (CAFÉ) Directorate

Responsibilities. The JFHQ-CA Facilities Directorate plays a critical role in the JRSOI process. The Directorate coordinates maintenance and contracting engineering, environmental, and modernization of CNG sites used for conducting JRSOI for EMAC and Title 10 forces.

1. When feasible, the JFHQ-CA Facilities and Engineering Directorate upgrades JRSOI sites IAW JRSOI Standards found in Joint Publication 4-01, Chapter 1, Section 3-C, Support to Joint Reception, Staging, Onward Movement, and Integration (JRSOI), JP 4-01, Appendix B (JRSOI Support Structure), and JP 4-04, Joint Doctrine for Civil Engineering Support.
2. The Facilities and Engineering Directorate participates in Joint Training Exercises as part of the Joint Staff Directorates, Joint Staff in support of the J-4, whenever possible.
3. Provide a Facilities and Engineering Directorate Representative to the JTB/JTMC to assist and advise on civil engineering/facility support to the JRSOI process.

JFHQ-CA CAFÉ JRSOI Duties. The Facilities and Engineering Directorate is responsible for providing and maintaining infrastructure support capabilities necessary for the JTF-DS to host JRSOI operations in the CNG AOR. The JFHQ-CA Facilities and Engineering Directorate's JRSOI duties include:

1. Provide a Facilities and Engineering Directorate Cell to the Joint Staff Division's Administrative and Logistic (ADLOG) Team IAW CNG OPLAN 3000-08, Annex C, Appendix C (JRSOI).
2. Provide a Facilities and Engineering Representative to the JTB/JTMC.
3. Plan, zone, and coordinate CNG Installation property necessary for reception, marshalling, and staging areas.
4. Evaluate the quantity and type of Airport, Seaport, and Rail facilities available for offloading and staging of personnel, equipment, and supplies.
5. Recommend contract infrastructure support capabilities required to augment CNG JRSOI sites, if required.
6. Coordinate, contract, and/or negotiate Civil Engineering support operations, when feasible, for the construction, improvement, and maintenance of APOEs/APODs and SPOEs/SPODs.
7. Provide a civil engineering cell to the Critical Infrastructure Protection (CIP) team, if required, to conduct engineering surveys on Main Supply Routes to support the onward movement from JRSOI sites to include:
 - a. CNG AOR roads.
 - b. CNG AOR bridges.

- c. CNG AOR route limitations and/or restrictions.
- d. CNG AOR rail lines.
- e. CNG AOR airfields.
- f. CNG AOR tunnels
- g. Develop and establish CNG AOR water supply points, field latrines, and sanitation systems at CNG JRSOI sites.
- h. Provide mission-essential electrical power at the CNG JRSOI sites.
- i. Establish basic physical defensive and force protection construction support measures, if required.
- j. Establish CNG AOR fire fighting and protection capability.
- k. Establish CNG AOR operations support, e.g., mobile aircraft arresting systems.
- l. Prepare site plans for facilities, billeting, roads, and utility systems.
- m. Coordinate airstrip and facility repairs on or near CNG JRSOI sites during JRSOI operations.
- n. Provide and coordinate ground maintenance and repair capabilities at the Maneuver Area Training Equipment Site (MATES) and CNG Organizational Maintenance Shops (OMS), as required.
- o. Provide and coordinate aviation repair and maintenance at Channel Islands, and 1106th Aviation Classification Repair Depot (AVCRAD), as required.

Reception Process

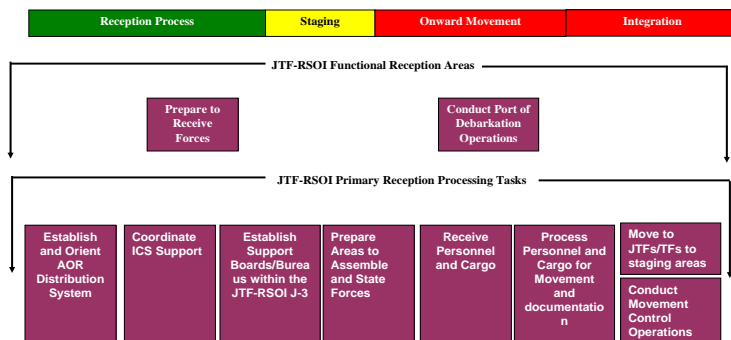


Figure 15 – JRSOI (Reception Process Diagram)

Primary Tasks:

1. Establish and Orient AOR Distribution System
2. Coordinate ICS Support
3. Establish Support Boards/Bureaus within the JTF-RSOI J-3
4. Prepare Areas to Assemble and State Forces

5. Receive Personnel and Cargo
6. Process Personnel and Cargo for Movement as well as documentation
7. Move JTFs/TFs to staging areas
8. Conduct Movement Control Operations

TPFDD Decision Making Circle

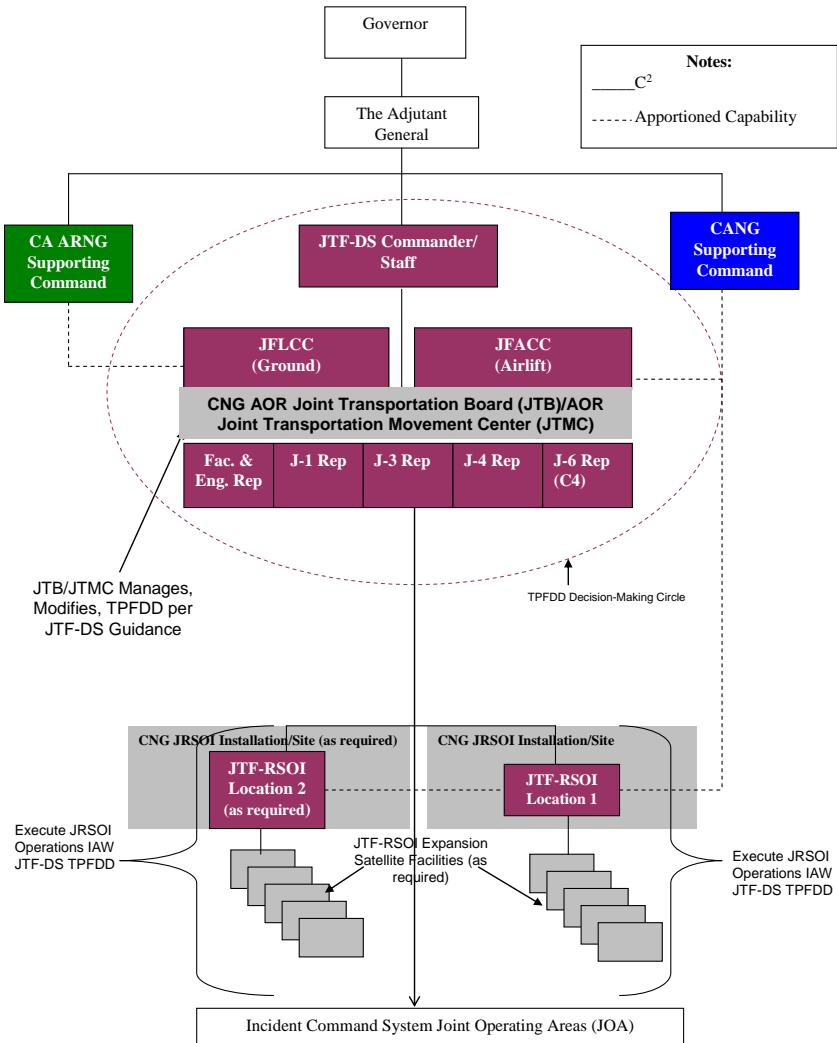


Figure 16 – TPFDD Decision Process Circle

CNG CS OPERATIONAL PLANNING TOOLKIT

MAC GROUP DISASTER INCIDENT ACTION PLANNING

MAC Group Relationship: Priorities and objectives developed by the region or State Operations Center (SOC) MAC Groups are incorporated into the action planning process and plans developed by the region or state Planning Section. Whether physically located at a regional emergency operations center (REOC)/SOC or operating independently at another location, a MAC Group should remain connected to the REOC/SOC and perform as an extension of an established REOC/SOC function.

MAC GROUP ROLE

A formal MAC Group can be especially useful when a particular problem or issue requires regional or state level coordination with numerous agencies and jurisdictions not usually represented in an EOC. The MAC Group provides a forum, similar to Unified Command at the field level, where responsible agencies jurisdictions can establish common goals and objectives and assure their authorities have not been compromised. The MAC Group can unify multiple agencies and jurisdictions that have statutory responsibilities for the emergency and can assist the emergency organization to develop consensus on priorities, resource allocation, and response strategies.

MAC GROUP

The MAC Group manages regional/state resources in response to the emergency needs of the other levels, manages and coordinates mutual aid among the established mutual aid regions and between the regional level and state level, and serves as the coordination and communication link with the federal disaster response system. This group may be convened to prioritize incidents and allocate scarce resources to support an impacted region when more than one region is requesting resources.

The MAC Group is comprised of top management personnel from agencies/jurisdictions and **must be fully authorized to represent their agency. Including but not limited to: committing resources and situational awareness.**

MAC GROUP COMPOSITION

Each emergency situation will dictate who should be mobilized to serve on the MAC Group. MAC Group members should consist of agency administrators or executives, or their designees, **who are authorized to represent or commit agency resources and funds to mitigate the emergency impacts.**

MAC GROUP RESPONSIBILITIES

The MAC Group will report to the REOC/SOC at the request of the REOC/SOC Director and serve as a component of the SEMS/ICS structure reporting to the Director. Member responsibilities include:

- ☐ Prioritizing incidents
- ☐ Providing scarce resource allocation
- ☐ Providing decision support information to evaluate incidents based on the following factors:
 1. Life threatening situations
 2. Real property threatened
 3. High damage potential
 4. Incident complexity
 5. Conducting information coordination (communicate "decisions" back to agencies)

The initial core group is made up of the following agency/departments executive administrators or their appointed representatives:

MAC Group Primary Core Contacts		
Position Title	Executive Office	General Information Numbers
Military Department, California National Guard (CNG)	916-854-3573	916-854-3440 (JOC 24/7)
California Department of Transportation (Cal TRANS)	916-654-5267	916-654-5849 or CC-653-3442
California Highway Patrol (CHP)	916-657-7152	916-843-3000 or (CSWC 24/7)
California Depart. of Forestry & Fire Protection (Cal FIRE)	916-653-7772	916-653-5123 or (CSWC 24/7)
California Emergency Management Agency (Cal EMA)	916-845-8539	916-845-8911 (CSWC 24/7)
California Department of Water Resources (DWR)	916-653-7007	916-653-5791 or 800-952-5530 24/7
California Technology Agency (CTA)	916-464-7547	916-319-9223 or (CSWC 24/7)
California Department of Food and Agriculture (CDFA)	916-654-0433	916-654-0466 or (CSWC 24/7)
California Department of Public Health (CDPH)	916-558-1700	916- 558-1784 or (CSWC 24/7)
California Environmental Protection Agency	916-323-2514	916-464-7547 or (CSWC 24/7)
State Consumer Services Agency (SCSA)	916-653-4090	916-653-4090 or (CSWC 24/7)
FEMA Region/JFO	800-300-2193 DO	415-972-3075 Response Chief

Table 2 – MAC Group Primary Core Contacts (State Level)

DECISION SUPPORT INFORMATION (SITUATION ASSESSMENT)

The Decision Support Information (Situation Assessment) function includes the collection, processing, and display of all information needed to make sound resource decisions in support of Geographical MAC Groups.

This may take the form of:

- Consolidating situation reports
- Obtaining supplemental information such as weather and other environmental information
- Resource ordering, status tracking, and reporting systems or processes
- The Incident Status Summary (ICS form 209) or similar form
- Calls through established communication
- Command
- Control systems and structures
- Real time media reporting

- Preparation of incident maps and status boards
- Receipt of intelligence-related information through Intelligence Community channels such as state or regional fusion centers

This information helps to identify and determine operational needs for the development of the Common Operational Picture (COP) by gathering, collating, synthesizing, and disseminating incident information to all appropriate parties. Information input may come in the form of weather reports or forecasts, traffic conditions, actual and potential damage, resource availability, and communications (voice and data) with other agencies and organizations with the intent of collecting information to support decision-making. Geospatial Information System (GIS) tools are used to view, interpret, analyze, and visualize information and data in a visual format.

Achieving a COP allows the MAC Group, to have the same information about the incident as Area/Incident Commanders. This information includes the availability and location of resources and the status of assistance requests. Additionally, a COP offers an incident overview that enables levels of command, supporting agencies and organizations to make effective, consistent, and timely decisions.

Note: In order to maintain true situational awareness, coordination must be frequent and incident information must be updated continually.

Depending on incident-specifics, Decision Support Information may be provided through a combination of three different sources listed below.

- **Incident Information and Analysis:** This is the most commonly used and understood source of Decision Support Information and addresses incident-wide issues. The collection, analysis, and sharing of incident information and analysis is critical to successful development and maintenance of a common operating picture and MAC System execution.
- **Intelligence and Investigation (I&I) Information:** A MAC System may also establish a function and system for collection, analysis, and sharing of data developed during intelligence and investigative activities. The I&I function deals with specific issues such as development of information and/or evidence regarding criminal aspects of the incident as opposed to normal incident-centric data.
- **Public Information:** Part of Decision Support Information involves the gathering, verification, coordination, and dissemination of accurate and timely information pertaining to the incident's cause, size, and current situation; resources committed; and other factors bearing on incident status for both internal and external use. Public Information System (PIS) input to Decision Support Information occurs in the REOC/SOC JIC.

Regardless of whether Decision Support Information is the accumulation of incident, I&I, or public information (or some other combination thereof), there are three primary categories or types of information that make up Decision Support Information. The three information types include:

- **Situation Information:** Situation information addresses current incident status and represents the real-time situation. Situation information can include, but is not limited to factors such as percentages of incident containment, current damage assessment, weather conditions, known fatalities, and primary hazards.
- **Incident Potential Information:** This type of information provides predictions or projections of incident status for future timeframes, such as 12-hour, 24-hour, 48-hour, and 72-hour projections. Incident Potential predictions are based on available incident information, I&I, and public information, and includes all future factors that may affect the incident, such as anticipated resource status, projected weather forecasts, and assessed threats and hazards.
- **Resource Coordination Information:** Examples include critical resource requirements, shortfalls, availability, usage, limitations, assigned locations, etc. Resource types include personnel, equipment, supplies, and other assets needed for incident response.

In order to manage the process, the staff must be focused on the information requirements established in this procedures guide, facilitated by the MAC Coordinator. The internal MAC support staff must be able to provide timely analysis of the information that is provided by the geographic MAC Group(s), SOC and other sources.

Decision Support Information can further be characterized as situationally dependent predictable information. This information should be:

- Specified for each separate operational period.
- In time-sensitive terms of formalizing decisions at specified decision points.
- Applicable to all SEMS/ICS components.

PLANNING ASSUMPTIONS

1. **Basic public services will be significantly disrupted, including:**
 - Transportation
 - Health Care
 - Water/Sewer
 - Power
 - Communications
2. **Critical damage to transportation systems:**
 - Interstates Highways/Bridges/Tunnels
 - State Routes
 - Critical Access Roads
 - Railway Networks
 - Maritime
 - Air
3. **Infrastructure will be disrupted: (not inclusive)**
 - Fiber optic cables (Communications/Data Business Functions)
 - Petroleum and natural gas pipelines
 - Water Delivery Systems
 - Electric power
 - Waste Management (solid & liquid)
 - Food Distribution Centers
4. **Operational Areas Will:**
 - Management: Organize response within NIMS/SEMS structure.
 - Emergency Services: Provide Search & Rescue (SAR), security, medical surge, fire fighting, hazmat, and fatality management.
 - Mass Care Services: Provide support to and receive survivors, temporary and permanent housing.
 - Debris Clearance: "Push and shove" on avenues of approach.
 - Infrastructure Restoration: Prioritize infrastructure restoration support and stabilization.
 - Logistics: Determine support needs.
5. **MAC Groups will:**

Coordinate resource allocation activities above the field level and prioritize incident demands for critical or competing resources. Requirements will exceed local, regional and state capabilities as depicted below.

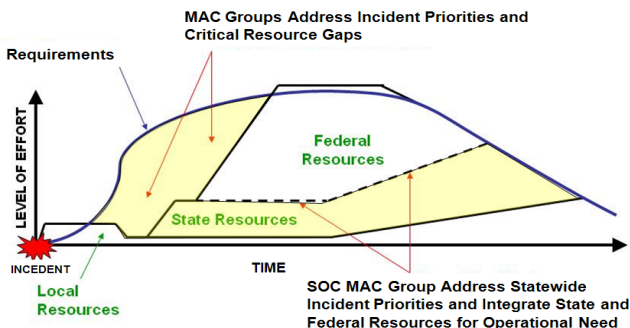


Figure 17 – MAC Group Integration to Address Regional, State and Federal Resource Gaps

MAC GROUP RESOURCE MANAGEMENT CYCLE

Standardized resource management protocols are followed when requesting resources, prioritizing requests, activating and mobilizing resources to incidents, and returning resources to normal status. During the initial phases of an incident, most resource needs are filled by dispatch centers through locally-assigned/available assets or through local mutual aid agreements and/or assistance agreements. As incidents expand or become more complex, resource needs may rapidly overtake dispatch center span of control and deplete local sources to the extent that external (other jurisdictions, agencies, etc.) unassigned resource support is needed.

The figure below illustrates the *Resource Management Cycle* as it pertains specifically to MAC Groups.



Figure 18 – MAC Group Resource Management Cycle

MAC Group Priority - Identify Requirements: When an incident occurs, MACS resource management responsibilities continually identify, refine, and validate resource requirements. This process provides the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination by accurately identifying (1) what and how much is needed, (2) where and when it is needed, and (3) who will be receiving or using it. Resources to be identified in this way include equipment, facilities, personnel, food/water, medical services, emergency response teams and off incident resources. Specific resources for critical infrastructure/key resources may need to be identified and coordinated through mutual aid agreements and/or assistance agreements unique to those sectors, and should be accessible through preparedness organizations and/or MACS.

MAC GROUP CRITICAL INFORMATION REQUIREMENTS

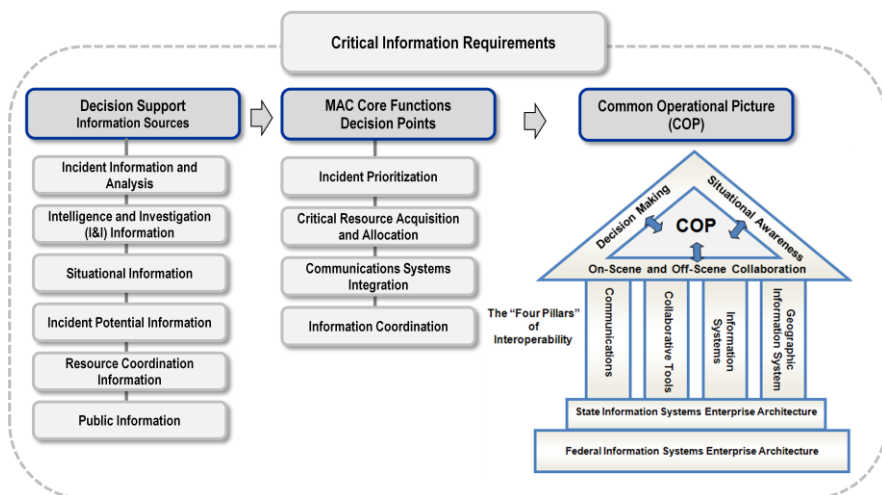
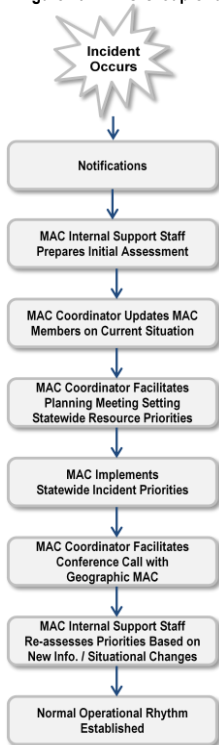


Figure 19 – MAG Group Critical Information Requirements



MAC Group Decision Process

MAC Group is Activated

MAC Group Coordinator is Assigned

MAC Internal Support Staff is Assigned

Coordinator Conducts Initial Conference Call with Geographic MAC Group

- Intelligence Update
- Regional Situation
- Current Issues and Concerns
- Emerging Issues with Critical Infrastructure
- Emerging Issues with Communications/Information Systems
- Critical Resource Needs Based on Priority
- Public Information/Media Requirements
- Communication Updates
- Set Next Conference Time

MAC Internal Support Staff Assess the Situation

MAC Group Develop Statewide Incident Priorities and Resource Allocation Strategies

MAC Group Set Statewide Incident Priorities

Implement Decisions of the SOC MAC Group

Coordinator Conducts Conference Call with Geographic MAC Group

MAC Internal Support Staff Re-assess Priorities Based on New Info. / Situational Changes

Figure 20 – MAC Group Decision Process

ACTION PLANNING PROCESS

Action Plan (AP) provides:

- 1) A clear statement of objectives and actions.
- 2) Situational awareness and common operational focus.
- 3) A basis for measuring work effectiveness and cost effectiveness.
- 4) A basis for measuring work progress and providing accountability.
- 5) Documentation for post-incident fiscal and legal activities.

MAC Group Action Planning Process

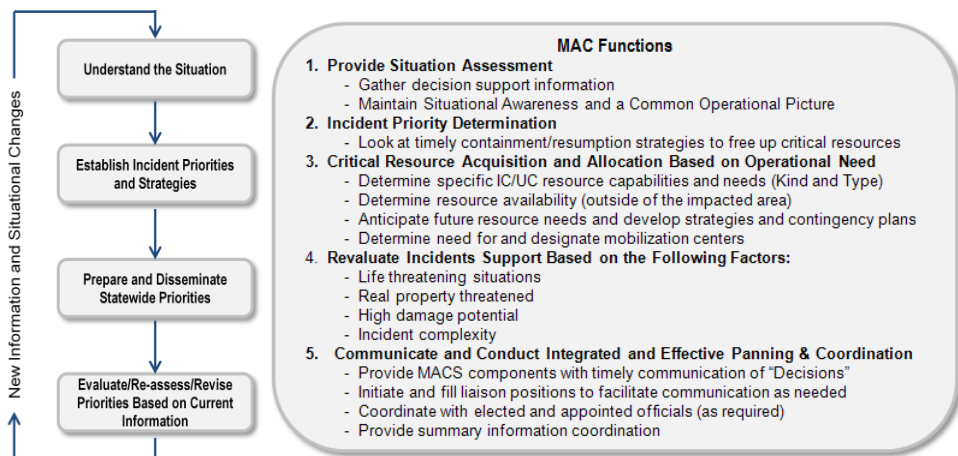


Figure 21 – MAC Group Action Planning Process

Specific MAC Group Planning Objectives Include:

- Establishing guidelines for the management and coordination of region/statewide scarce resources.
- Establishing the methodology for prioritizing and allocating statewide resourcing.
- Establishing priorities and adjudicating any conflicting demands for critical resource needs.
- Establishing the framework for coordinating and maintaining liaison with appropriate federal, state, and other local governmental agencies and applicable segments of the private sector.
- Providing guidance for region/statewide prioritization and allocation of resources.
- Providing guidance for managing the movement of region/statewide allocated resources.
- Providing guidance for collecting, evaluating, and disseminating information & other essential data.

MAC GROUP CONFERENCE CALLS

When it is not convenient for the MAC Group to meet in-person, they may elect to coordinate their responsibilities through the use of regularly scheduled conference calls, video-conferences and webinars. Conference calls are best used to:

- 1) Receive a timely update on incident activity and resource status.
- 2) Outline potential resource needs.
- 3) Discuss and establish incident and resource allocation priorities.
- 4) Identify staging area locations to receive critical resources.
- 5) Identify and resolve concerns and problems.

MAC GROUP MEETINGS

The MAC Group decides if in-person meetings are required rather than conference calls. The MAC Group will normally communicate twice daily (09:00 a.m. and 16:00 p.m.) to evaluate the situation status and to update incident priorities. In-person meetings will be held at REOEC/SOC facility. Regardless of location, sufficient dedicated workspace will be provided until demobilization.

MAC Group Meeting Schedule: MAC Group members should agree upon a schedule for group activities for each operational period.

MAC Group Meeting Schedule	
Briefing Time	Briefing Criteria
07:30 a.m.	Incident Briefing
09:00 a.m.	MAC Group General Topic Discussion
09:30 a.m.	Resource Status Report (MACS 405s)
10:00 a.m.	MAC Facilitator's Conference Call/Discussion
10:30 a.m.	Weather Briefing and Agency Breakout Sessions
11:15 a.m.	Intel Briefing/Priority Setting Process (MACS 429)
13:30 p.m.	Resource Status Report Update (MACS 405s)
14:00 p.m.	Video Conf. and Post Video Conf. Discussion (If Applicable)
16:00 p.m.	MAC Group General Topic Discussion
17:00 p.m.	MAC Conference Call and Post Call Discussion (If Applicable)
17:30 p.m.	MAC Group Debriefing and Agency Round-Table
18:00 p.m.	Adjourn

Table 3 – SOC MAC Group Meeting Schedule

MAC GROUP MEETING AGENDA

The basic order of business for the MAC Group meetings follows an established agenda, including a briefing report prepared twice daily - at least thirty minutes prior to each scheduled meeting. The REOC/SOC MAC Group Coordinator conducts the MAC Group meetings with the use of the standard briefing reports. The briefing report is created from situation reports from member agencies as well as the response agencies situation report and resource requests. This briefing report should be presented to MAC Group members 30 minutes prior to the meeting. As part of the process, member agencies should provide a list of committed and available resources that can be employed as part of the response.

This resource status can be summarized on a MAC 405 form, which is included in the appendices to this guide. The below table depicts the standardized MAC Daily Agenda which outlines the key items that should be addressed during each session.

MAC Group Meeting / Conferencing Agenda	
Topics Covered	Responsible to Facilitate
Roll Call/Introduction of the MAC Group Coordinator and additional members or guests warranting specific introduction.	MAC Group Coordinator
The Situational Intelligence - Weather Summary begins immediately following roll call/introductions. Directly following is a <i>Situational Report Summary</i> of the effected geographic area(s). (An additional situation and weather briefing may be held at 1600 when the overall situation is in a state of elevated readiness or urgency, i.e. MAC System Mode 3 and 4) The Situation briefing is provided by the Intel /Plans Section Liaison Office (LNO) or MAC Coordinator. (limited to 8-10 minutes)	Intel /Plans Section LNO MAC Group Coordinator
Group Issues - members discuss emerging issues and other relevant information requiring resolution or consideration. Discussion leads to agency/department strategies that support overall statewide resource allocation objectives and priorities. MAC Group Coordinator reviews established Action Items stemming from the previous MAC Group meeting. (limited to 8-10 minutes)	MAC Group Coordinator
Emerging Issues - members discuss emerging issues on critical infrastructure interdependencies, escalating and possible cascading failures, and other relevant information for consideration (limited to 8-10 minutes)	MAC Group Coordinator
Scarce/Critical Resources Priority - members discussion regional critical resources needs reviewing Geographic MAC: <ul style="list-style-type: none"> - Incident priorities - Scarce/Critical resource status/needs - Prioritized 12, 24, 48, 72 hrs - Critical Infrastructure Threat - Prioritized 12, 24, 48, 72 hrs - Major issues (control, social, political, economic) The combined MAC Group prioritizes and allocates scarce or limited resources. MAC Group Coordinator reviews meeting decisions/actions and initiates follow-up actions as required.	MAC Group Coordinator
Public Information System - Discuss public information/media and community relations needs/issues.	MAC Group Coord. PIO
Communications Update - MAC Group Coordinator discusses any issues impacting communications, information management, IT/Data equipment, support functions, activities and issues that need to be resolved.	MAC Group Coordinator
Assess - The combined MAC Group discusses and validates respective readiness/preparedness level, (i.e., the appropriate MAC Staffing Level 2 or 3).	MAC Group Coordinator
Adjourn - Confirm conference line number, date and time for next meeting.	MAC Group Coordinator

Table 4 – MAC Group Meeting/Conference Agenda

ADJOURNING MAC GROUP MEETINGS

The MAC Group will be adjourned when scarce resource allocation is no longer needed. The REOC/SOC Director may determine that the mission of the MAC Group has been accomplished and is no longer needed. Adjournment of the MAC Group should occur when:

- 1) Resources are being demobilized and resource coordination among agencies or jurisdictions is no longer necessary.
- 2) The situation at the incident scene is clearly under control.
- 3) Incident support can be provided without affecting the dispatch system.
Need for resource coordination has diminished.

INTERFACE BETWEEN THE MAC GROUP AND SEMS FUNCTIONS

SEMS requires that every emergency response involving multiple jurisdictions or multiple agencies include (at a minimum) the functions highlighted below. These functions are also considered Sections.

Brief Overview of SEMS Sections

- **Management** - provides the overall direction and sets priorities for an emergency.
- **Operations** - implements priorities established by management.
- **Planning/Intelligence** - gathers and assesses information.
- **Logistics** - obtains the resources to support the operations.
- **Finance/Administration** - tracks all costs related to the operations.

PRIMARY SEMS FUNCTION	SEMS FUNCTION	MAC GROUP
Command/Management	EOC/REOC/SOC Director is responsible for the local/state's emergency and disaster response services necessary to prevent, respond to, recover from, and mitigate the effects of emergencies and disasters.	MAC Coordinator is responsible for prioritization of critical or scarce resource allocation, incident support and continuity of operations.
Operations	EOC/REOC/SOC Operations Section is responsible to coordinate resource requests from the field in support of the Operational Area and in accordance with the Event Action Plan.	MAC Group internal Resource Unit positions, collect data, analysis and shares critical resource data with/in-conjunction with the Operations Section to support regional response operations in accordance with Incident Commanders/Unified Command critical resource needs.
Planning/Intelligence	EOC/REOC/SOC Planning and Intelligence Section is responsible for collecting, analyzing/evaluating documents and sharing intelligence related information and materials on incidents or events.	MAC Group internal Situational Assessment Unit positions; collect data, analyze documentation and disseminate critical statewide resource allocations relative to the MAC support activities. The Situational Assessment Unit works with/in conjunction with the Planning and Intelligence Section to effectively share and manage planning and support information required to prioritize statewide incidents and scarce resources.
Logistics	EOC/REOC/SOC Logistics Section is responsible to provide facilities, services, personnel, equipment and materials in support of the incident.	MAC Group internal support positions coordinate with EOC/REOC/SOC facilities personnel for any services, personnel, equipment and materials in support MAC activities as required.
Finance/Administration	EOC/REOC/SOC Financial/Administration Chief is responsible for all financial and cost aspects of emergency response activities. Including but not limited to tracking costs associated to the incident and cost analysis and administrative aspects not handled by the other functions.	MAC Group coordinates and documents financial related information and concerns that must be addressed in supporting MAC activities as required.

Table 5 – MAC Group Daily Meeting Agenda

MILITARY RESOURCE ADVISORY GROUP (MRAG)

Purpose: The MRAG is an advisory body that is a clearing house for coordinating military resource options only and is not a substitute for normal Title 10, the NGB Joint Information Exchange Environment (JIEE), the EMAC RFA (Req-A), or Cal EMA requests for assistance processes.

Advisory Capability: The MRAG advises the State Coordinating Office (SCO), California Multi-Agency Coordination (Cal MAC) Group [Fire Specific], State Operations Center Multi-Agency Coordination (SOC MAC) Group [All Hazards], Geographic Area Coordination Centers (GACCs), state Unified Coordinating Group, and CMD Joint Force Headquarters of military resource requirements, their availability, limitations, and suitability during multi-tiered emergencies. MRAG makes military resource recommendations based on CMD, Title 10 (Federal), EMAC, or on out of state National Guard forces and uses the appropriate military channels for requesting military resources and support.

MRAG Composition	
Members may vary based on Incident Complexity	
CMD JFHQ J35 Branch Chief (Operations and Planning Officer)	
CMD JFHQ J35 Joint Interagency Liaison Team (JILT) member	
CMD LNO to Cal EMA	
CAANG A-3 Liaison Officer(s)	
CAARNG G-3 Liaison Officer(s)	
CMD Emergency Management Assistance Compact (EMAC) Liaison Officer(s)	
CMD J34 Critical Infrastructure Protection (CIP) representative(s)	
CMD J2 Representative for Informational Awareness	
California State Military Reserve (CSMR), Liaison Officer(s)	
The California Senior Army Advisor to the Guard (SRAAG)	
NORTHCOM Situational Awareness Team (NSAT) representative(s)	
Emergency Preparedness Liaison Officers (EPOs)	
NGB Joint Enabling Teams (JET) representatives	

Table 6 – MRAG Composition

MRAG Process:

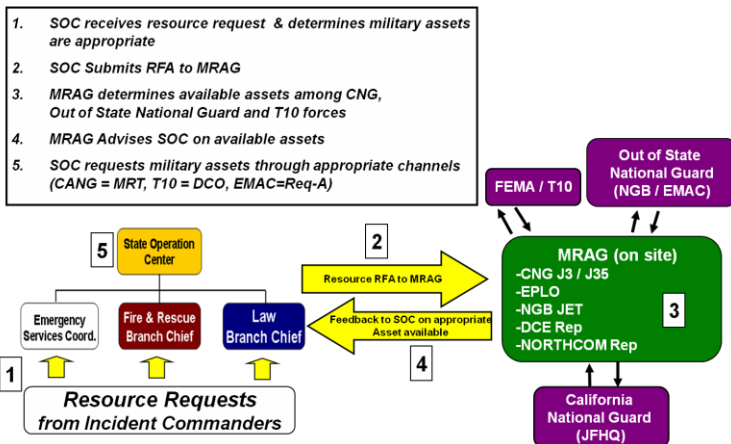


Figure 22 – MRAG Process

MRAG Process Continued

- (a) The CALEMA SOC or State Unified Coordinating Group receives requests from incident commanders, the GACC (for wild land fires) or through California Multi-Agency Coordination Group.
- (b) CALEMA determines necessity of military assets
- (c) MRAG locates, acquires, and assists with coordinating the movement of military resources through the following Liaisons and systems:
 - 1. Joint Force Headquarters CALEMA State Operations Center LNO for CMD Capabilities and CMD Military Resources;
 - 2. The Joint Enabling Team LNOs through National Guard Bureau Joint Information Exchange Environment to identify potential military resources for EMAC T-32 authorization from other states;
 - 3. The EMAC LNOs through EMAC Req-A process to receive National Guard Resources from other states;
 - 4. The EPLO Action Request Forms (ARFs) and Mission Assignments (MAs) through the Defense Coordinating Officer for Title 10 Military Resources;
- (d) LNOs assist with coordinating military deployments and monitor the status of resources until Civil Support/Domestic Support authorities no longer require them and authorize redeployment.
- (e) LNOs ensure all RFAs are filled, coordinated or otherwise resolved.

MRAG /LNO Structure and Relationships

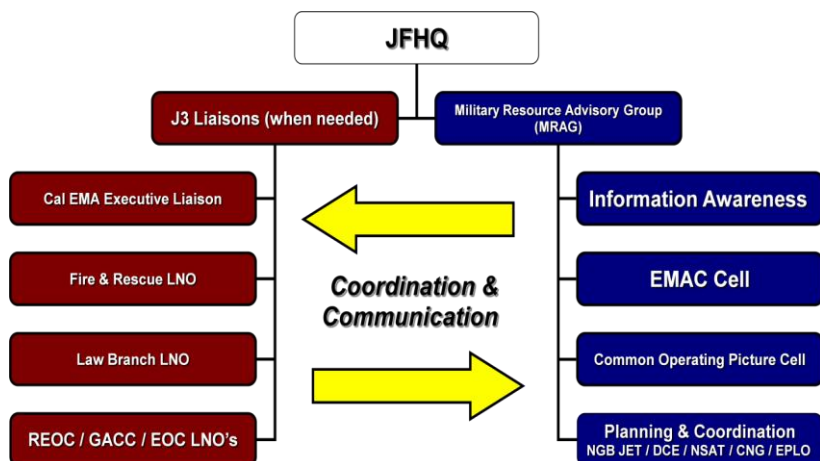


Figure 23 – MRAG/LNO Structure and Relationship

Note: The MRAG size and composition is tailored to the type and scope of the event and needs of Cal EMA.

MRAG Daily Agenda Format

The MRAG synchronizes its battle rhythm with Cal EMA and TAG. At the discretion of CALEMA LNO OIC, the MRAG will expand to 24 hour operations and conduct shift change briefings accordingly. The CALEMA LNO OIC conducts a daily HUB at 1700 hours to include the following agenda:

DAILY 1700 HUDDLE UPDATE BRIEF (HUB); Date: _____

Roll Call: LNO CALEMASOC OIC; MRAG OIC; SRAAG; EPLO; JET; CALEMA Fire LNO; CALEMA Law LNO; CALEMASOC LNO; IA; CIP; Other.

- ☐ LNO CALEMASOC OIC.
 - Significant events since last HUB.
 - Current FRAGO in effect; has it been posted?
- ☐ MRAG OIC
 - Review MRAG Report.
- ☐ Senior Army Advisor-Guard (SRAAG) Emergency Planning Liaison Officer (EPLO) Joint Enabling Team (JET)
- ☐ CALEMA Fire LNO
- ☐ CALEMA Law LNO
- ☐ CALEMA State Operations Center (SOC) LNO
- ☐ Informational Awareness (IA)
- ☐ Critical Infrastructure Protection (CIP)
- ☐ Other.
- ☐ LNO CALEMASOC OIC.
- ☐ Closing Comments.

MRAG Battle Rhythm

MRAG Battle Rhythm			
Time	Subject Criteria	Location	Lead Facilitator
07:30 a.m.	MRAG morning operational huddle	MRAG	SOC LNO OIC/COIC
08:00 a.m.	NORTHCOM Conference Call Aviation Update	MRAG	SOC LNO OIC/COIC LNO to OES Fire
09:00 a.m.	JFHQ BUB Pin Number to be issued	JFHQ	SOC LNO OIC/COIC
10:30 a.m.	BUB Back -brief	MRAG	SOC LNO OIC/COIC
11:00 a.m.	Air Resourcing Group	JFHQ	MRAG OIC or Deputy
12:00 p.m.	J3 Huddle	JFHQ	MRAG OIC or Deputy
14:00 p.m.	Operational Planning Group (OPG) LNO Conf. Call input due to JFHQs JOC	JFHQ MRAG	MRAG OIC or Deputy
14:30 p.m.	LNO Con. Call Pin to be issued	MRAG	SOC LNO OIC/COIC
14:45 p.m.	Daily Recap input due to SOC LNO	OES	
16:00 p.m.	CAL MAC and/or SOC MAC Meeting	OES	Senior LNO as appropriate
16:30 p.m.	LNO to OES & CALFIRE Meeting	MRAG	LNO to OES & CALFIRE
17:00 p.m.	JILT evening operational huddle	MRAG	All
17:30 p.m.	MRAG Report Synchronization	MRAG	LNO to OES & CALFIRE
19:00 p.m.	Deliver MRAG Report to J3 and JOC (EMAC, Air, Ground, JIEE; Other)	MRAG	SOC LNO OIC/COIC
TBD	MRAG stand down until 07:00 a.m.	MRAG	SOC LNO

Table 7 – MRAG Battle Rhythm

MILITARY DECISION MAKING PROCESS vs INCIDENT ACTION PLANNING

The focus of any decision making process whether military or CS ICS, is to quickly develop a flexible, tactically sound, and fully integrated and synchronized plan that increases the likelihood of mission success, safely and effectively. However, any operation may “outrun” the initial plan. The most detailed estimates cannot anticipate every possible branch or sequel, objective actions, unexpected opportunities, or changes in mission directed from a higher level. These actions require a quick decision format to implement a new or modified plan.

CS operations require maximizing MDMP in a time-constrained environment. The importance of warning orders increases as available time decreases. A verbal warning order now is worth more than a written order one hour from now. The same warning orders used in the full MDMP should be issued when the process is abbreviated. In addition to warning orders, units must share all available information with subordinates, especially IPB/IAA products, as early as possible.

While steps used in the time-constrained environment are the same, many of them may be done mentally by the commander or with less staff involvement than during the full process. The products developed when the process is abbreviated may be the same as those developed for the full process; however, they may be much less detailed and some may be omitted altogether based on command guidance.

The Comparative Process:

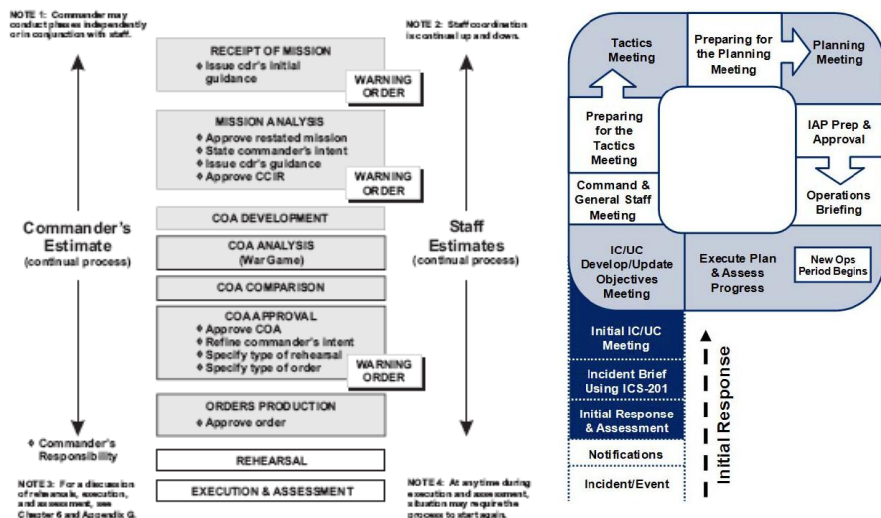


Figure 24 – MDMP and ICS Comparative Process

Military Decision Making Process

The decision making process begins with the receipt or anticipation of a new mission. This can either come from an order issued by higher headquarters, or derived from an ongoing operation. For example, the commander may determine that the opportunity to accomplish the higher commander's intent is significantly different from the original course of action because of a significant situational change.

In contrast to CS Incident Action Planning (IAP) process, the MDMP focuses on analysis to develop a course of action, and the design focus is to understand the nature of an ill-structured or complex problem. MDMP is a tool to help solve "a problem" while the design focus is a tool to help ensure you are solving the "right problem" without creating collateral problems. Points to remember with regard to design:

- ☐ Conceptual planning and design are enduring concepts of Army planning doctrine.
- ☐ Context distinguishes the nature of problems.
- ☐ Design is commanders leading learning through an honest, forthright exchange of ideas aimed at collective understanding.
- ☐ Design is a best-practice approach to counter the three fatal problem-solving errors and, thus, to improve decision making.
 - Decide a problem is solved when the problem remains.
 - Decide a problem is not solved when it is.
 - Devote effort to solving the wrong problem.

This process uses military staff experience, knowledge, and judgment to guide staff planning efforts. Critical staff are unable to devote all of their time to the MDMP, but the planning process outlines critical periods and make decisions based on the detailed work of the staff. During the MDMP, staff focuses their activities on understanding, visualizing, and describing.

The MDMP stipulates several formal meetings and briefings between the commander and staff to discuss, assess, and approve or disapprove planning efforts as they progress. However, experience has shown that optimal planning results when staff meet informally at frequent intervals with other staff throughout the MDMP. Such informal interaction between staff can improve the understanding of the situation and ensure their planning effort adequately reflects the commander's visualization of the operation.

The staff's effort during the MDMP focuses on helping to understand the situation, making decisions, and synchronizing those decisions into a fully developed plan or order. Staff activities during planning initially focus on mission analysis. The products the staff develop during mission analysis help commanders understand the situation and develop the commander's visualization. During Course of Action (COA) development and COA comparison, the staff provide recommendations to support the commander in selecting a COA. After the commander makes a decision, the staff prepares the plan or order that reflects the commander's intent, coordinating all necessary details.

The steps of the Military Decision Making Process

Key inputs	Steps	Key outputs
<ul style="list-style-type: none"> Higher headquarters' plan or order or a new mission anticipated by the commander 	Step 1: Receipt of Mission	<ul style="list-style-type: none"> Commander's initial guidance Initial allocation of time
	Warning order	
<ul style="list-style-type: none"> Higher headquarters' plan or order Higher headquarters' knowledge and intelligence products Knowledge products from other organizations Design concept (if developed) 	Step 2: Mission Analysis	<ul style="list-style-type: none"> Problem statement Mission statement Initial commander's intent Initial planning guidance Initial CCIRs and EEFI Updated IPB and running estimates Assumptions
	Warning order	
<ul style="list-style-type: none"> Mission statement Initial commander's intent, planning guidance, CCIRs, and EEFI Updated IPB and running estimates Assumptions 	Step 3: Course of Action (COA) Development	<ul style="list-style-type: none"> COA statements and sketches <ul style="list-style-type: none"> Tentative task organization Broad concept of operations Revised planning guidance Updated assumptions
<ul style="list-style-type: none"> Updated running estimates Revised planning guidance COA statements and sketches Updated assumptions 	Step 4: COA Analysis (War Game)	<ul style="list-style-type: none"> Refined COAs Potential decision points War-game results Initial assessment measures Updated assumptions
<ul style="list-style-type: none"> Updated running estimates Refined COAs Evaluation criteria War-game results Updated assumptions 	Step 5: COA Comparison	<ul style="list-style-type: none"> Evaluated COAs Recommended COAs Updated running estimates Updated assumptions
<ul style="list-style-type: none"> Updated running estimates Evaluated COAs Recommended COA Updated assumptions 	Step 6: COA Approval	<ul style="list-style-type: none"> Commander-selected COA and any modifications Refined commander's intent, CCIRs, and EEFI Updated assumptions
	Warning order	
<ul style="list-style-type: none"> Commander-selected COA with any modifications Refined commander's intent, CCIRs, and EEFI Updated assumptions 	Step 7: Orders Production	<ul style="list-style-type: none"> Approved operation plan or order
CCIR COA	commander's critical information requirement course of action	EEFI IPB
		essential element of friendly information intelligence preparation of the battlefield

Figure 25 – Steps of the Military Decision Making Process

The MDMP planning time is based on resources, experience, and as the situation permits.

Perform Initial Intelligence Preparation of the Battlefield (IPB)

IPB and the products it produces help staff understand situations. IPB is a systematic, continuous process of analyzing the threat and operational environment in a specific geographic area. Led by the intelligence officer, all staff participate in IPB to develop and maintain an understanding of the threat, terrain and weather, and key civil considerations. (See FM 2-01.3 for a more detailed discussion of IPB.)

Additionally, the initial IPB identifies gaps in information that the commander uses to establish initial priority intelligence requirements and requests for information.

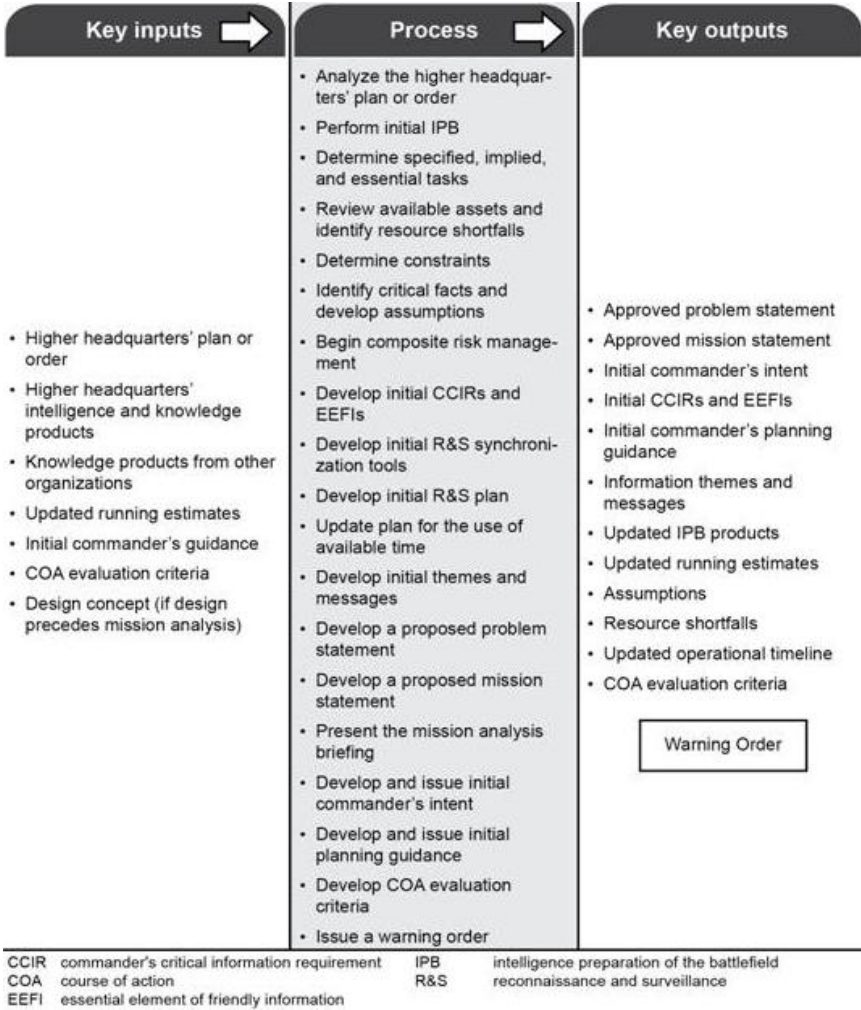


Figure 26 – Steps of the Intelligence Preparation of the Battlefield

RECEIPT OF MISSION CHECKLIST

The MDMP begins upon receipt or in anticipation of a mission. This step alerts all participants of the pending planning requirements, enabling them to determine the amount of time available for planning and preparation and decide on a planning approach, including guidance on design and how to abbreviate the MDMP, if required. When commanders identify a new mission, commanders and staff perform the actions and produce the expected key outputs.

☐ **Alert the Staff and Other Key Participants**

As soon as a unit receives a new mission (or when the commander directs), the current operations integration cell alerts the staff of the pending planning requirement. Unit standard operating procedures (SOPs) should identify members of the planning staff who participate in mission analysis. In addition, the current operations integration cell also notifies other military, civilian, and host-nation organizations of pending planning events as required.

☐ **Gather the Tools**

Once notified of the new planning requirement, staff prepare for mission analysis by gathering the needed tools. The gathering of knowledge products continues throughout the MDMP. Staff officers carefully review the reference sections (located before paragraph **1. Situation**) of the higher headquarters' OPLANs and OPORDs to identify documents (such as theater policies and memoranda) related to the upcoming operation. If the MDMP occurs while in the process of replacing another unit, staff begin collecting relevant documents—such as the current OPORD, branch plans, current assessments, operations and intelligence summaries, and SOPs—from that unit.

☐ **Update Running Estimates**

While gathering the necessary tools for planning, each staff section begins updating its running estimate—especially the status of friendly units and resources and key civil considerations that affect each functional area. Running estimates not only compile critical facts and assumptions from the perspective of each staff section, but also include information from other staff sections and other military and civilian organizations. While listed at the beginning of the MDMP, this task of developing and updating running estimates continues throughout the MDMP and the operations process.

☐ **Conduct Initial Assessment**

During receipt of mission, the commander and staff conduct an initial assessment of time and resources available to plan, prepare, and begin execution of an operation. This initial assessment helps commanders determine the following:

- The time needed to plan and prepare for the mission for both headquarters and subordinate units.

- Guidance on design and abbreviating the MDMP, if required.
- Which outside agencies and organizations to contact and incorporate into the planning process.
- The staff's experience, cohesiveness, and level of rest or stress.

This assessment primarily identifies an initial allocation of available time. The planning staff balances the desire for detailed planning against the need for immediate action. The commander provides guidance to subordinate units as early as possible to allow subordinates the maximum time for their own planning and preparation of operations. As a rule, commanders allocate a minimum of two-thirds of available time for subordinate units to conduct their planning and preparation. This leaves one-third of the time for staff to do their planning. They use the other two-thirds for their own position duties preparation. Time, more than any other factor, determines the detail to which the staff can plan.

Based on the commander's initial allocation of time, the COS/XO/Deputy develops a staff planning timeline that outlines how long the planning team can spend on each step of the MDMP. The staff planning timeline indicates what products are due, who is responsible for them, and who receives them. It includes times and locations for meetings and briefings. It serves as a benchmark for staff throughout the MDMP.

☐ Issue Initial Guidance

Once time is allocated, the commander determines whether to initiate design, conduct design and MDMP in parallel, or proceed directly into the MDMP without the benefits of formal design activities. In time-sensitive situations where commanders decide to proceed directly into the MDMP, they may also issue guidance on how to abbreviate the process. Having determined the time available together with the scope and scale of the planning effort, commanders issue initial planning guidance. Although brief, the initial guidance includes, but is not limited to—

- Initial time allocations.
- A decision to initiate design or go straight into the MDMP.
- How to abbreviate the MDMP, if required.
- Necessary coordination to exchange liaison officers.
- Authorized movements and initiation of any reconnaissance and surveillance.
- Collaborative planning times and locations.
- Initial information requirements.
- Additional staff tasks.

☐ Issue the Initial Warning Order

The last task in receipt of mission is to issue a WARNO to subordinate and supporting units. This order includes at a minimum the type of operation, the general location of the operation, the initial timeline, and any movement or reconnaissance to initiate.

Commander's Keys to Success MDMP (IAW FM 5-0)

- ☐ Develop, update, and use running estimates.
- ☐ Conduct staff-integrated IPB integrating civil considerations.
- ☐ Conduct MA brief, COA brief, and results of COA analysis brief.
- ☐ Develop a complete OPORD and issue brief to subordinate units.

Mission Command Staff Functions:

- ☐ Develop and maintain situational awareness and understanding.
- ☐ Employ all ABCS.
- ☐ Develop and use adequate command and control graphics via ABCS.
- ☐ Synchronize and effectively employ all available assets / capabilities.
- ☐ Conduct regular staff updates, and commanders update briefs.
- ☐ Develop and stick to a timeline/synchronization matrix.
- ☐ Use a checklists to conduct the MDMP to standard
- ☐ Identify what is expected in a running estimate.
- ☐ Directed COA is generally best in this time-constrained environment.
- ☐ War gaming is critical (integrate key players when possible): OPS SGM, battle captains/majors, staff integration, combat support functions, etc.).
- ☐ Civil considerations should always be briefed as a component of IPB.
- ☐ Identify a staff officer to serve as the voice of the people to focus on civil considerations during all steps of the MDMP.
- ☐ Ensure civil considerations are integrated into MA, war gaming, rehearsals, and briefs.
- ☐ Integrate all assets and capabilities into planning considerations (host nation, NGO, PRT, interagency, etc.).
- ☐ Integrate consequence management into all aspects of planning.
- ☐ Consider the information aspects of all activities.
- ☐ Develop graphic control measures in ABCS from the beginning.
- ☐ Plan for controlling the fight in urban terrain when applicable.
- ☐ Do not neglect actions on the objective plan for and war game.

Operations Center - Incident Mission Command

- ☐ Operational ergonomics are critical to effective command and control.
- ☐ Employ an OPSCHED; synchronize and effectively employ all available assets and capabilities.
- ☐ Decision support matrix and associated PIR and NAI are briefed to and understood by RTOs, battle captain / NCO, etcetera.
- ☐ Use graphic control measures to force subordinate units to push information (i.e., phase lines).
- ☐ Use this opportunity to exercise / rehearse OC battle drills minimum of 2-3 per hour.

Information Management

- ☐ Use your SOP as the foundation and always build on it; have a copy in the OC to annotate changes / updates.
- ☐ How do we transfer information between units/agencies needs to be considered?
- ☐ Conduct a regular (every 2-4 hours) OC update for all players —fighting the fight
- ☐ Identify specific reporting/time requirements for the field (establish a synchronized OC battle rhythm).

Developing Commander Intent

Commander's Intent is defined a clear and concise expression of the purpose of the operation and the desired military end state. Commanders summarize their visualization (situational understanding) in their initial intent statement to facilitate planning while focusing on the overall operations process. The initial commander's intent links the operation's purpose with the conditions that define the desired end state.

Commander's Intent

Based on their situational understanding, commanders summarize their visualization in their initial commander's intent statement. Commanders may change their intent statement as planning progresses and more information becomes available. It must be easy to remember and clearly understood two echelons down. The shorter the commander's intent, the better it serves these purposes. Typically, the commander's intent statement is three to five sentences long.

Commander's Planning Guidance

Intelligence	Intelligence, surveillance, and reconnaissance Knowledge gaps Enemy courses of action Priority intelligence requirements High-value targets Terrain and weather factors	Local environment and civil considerations Counterintelligence Intelligence support requests Intelligence focus during phased operations Desired enemy perception of friendly forces
Protection	Protection priorities Priorities for survivability assets Air and missile defense positioning Terrain and weather factors Intelligence focus and limitations for security Acceptable risk Protected targets and areas	Vehicle and equipment safety or security constraints Environmental considerations Unexploded ordnance Operational security risk tolerance Rules of engagement Escalation of force and nonlethal weapons
Movement and Maneuver	Initial commander's intent Course of action development guidance Number of courses of action to consider or not consider Critical events Task organization Task and purpose of subordinate units Forms of maneuver Reserve composition, mission, priorities, and control measures	Security and counterintelligence Friendly decision points Branches and sequels Reconnaissance and surveillance integration Military deception Risk to friendly forces Collateral damage or civilian casualties Any condition that affects achievement of end state
Sustainment	Sustainment priorities—manning, fueling, fixing, arming, moving the force, and sustaining Soldiers and systems Army health system support Sustainment of internment and resettlement activities	Construction and provision of facilities and installations Detainee movement Anticipated requirements of classes III, IV, and V Controlled supply rates
Fires	Synchronization and focus of fires with maneuver Priority of fires High priority targets Special munitions Target acquisition zones Observer plan	Task and purpose of fires Suppression of enemy air defenses Fire support coordination measures Attack guidance Branches and sequels No strike list Restricted target list
Mission Command	Friendly forces information requirement Rules of engagement Command post positioning Commander's location Initial themes and messages Succession of command	Liaison officer guidance Planning and operational guidance timeline Type of order and rehearsal Communications guidance Civil affairs operations

Figure 27 – Commander's Planning Guidance

CS Synchronization Matrix Tool

CS Synchronization Tool				
Time/Event		H – 24 hours	H - hour	H + 24 hours
Adversary Action				
Population				
Decision Points				
Control Measures				
Movement And Maneuver				
Reserve				
Intelligence				
Civil Response Actions				
Protection				
Sustainment				
Mission/Incident Command				
Air Support/ Coordination				
Information Technology				
Nonlethal				
Host				
Interagency				
NGOs				
Note: The first column is representative only and can be modified to fit mission requirements.				

Table 8 – CS Synchronization Matrix

Commander's Critical Information Requirements (CCIRs)

CCIRs are a comprehensive list of information requirements identified by the commander as being critical in facilitating timely information management and the decision making process that affect successful mission accomplishment. CCIR result in the generation of three types of information requirements: PIR (priority intelligence requirements); EEFI (essential elements of friendly information) and FFIR (friendly force information requirements). This information is required by the commander that directly affects his decisions and dictates the successful execution of operational or tactical operations.

Commander's Critical Information Requirements (CCIRs) Checklist**ADJUTANT GENERAL'S STANDING CCIRs**

Commander's Critical Information Requirements (CCIRs)	
1.	Any event (natural or man-made) that results in a request for California National Guard support from the California Emergency Management Agency or from other states by EMAC.
2.	Any act of terrorism or indication of an imminent act of terrorism or increase in Homeland Security Advisory or DoD FPCON levels in California or the United States
3.	Any Chemical, Biological, Radiological, Nuclear, or high-yield Explosives (CBRNE) related accident or incident in California or the United States.
4.	Any physical attack on California National Guard personnel, facilities, or equipment; or any Denial of Service (DOS) computer network attacks.
5.	Any loss of capability of the Tier One Forces of the California National Guard to execute assigned Civil Support missions in the United States and Territories.
6.	Any use of force in support of Security or Civil Support missions, violations to the rules for the use of force (RUF), or changes to arming orders or RUF by subordinate commanders.
7.	Any Class A accident or emergency landing on public or private property by a fixed or rotary wing aircraft.
8.	Death of a California National Guard Soldier, Airman, or student attending a Youth Program.
9.	Any contact by a state or federal official, state or federal agency head, three or four star flag officer, or media outlet requiring the immediate presence of The Adjutant General.
10.	Any loss of monitored electronic surveillance systems for protection of weapons and ammunitions.
11.	Any spillage or loss of sensitive information/documents and/or Personally Identifiable Information (PII).

Table 9 – Adjutants General's Standing CCIRs

Intelligence Considerations and Requirements

The following section provides lists of considerations for information / intelligence on various events Commanders must consider when a disaster occurs or when a disaster is pending. Such a list of considerations is helpful in ensuring all necessary steps are followed to respond to a contingency. These lists are samples and are not inclusive of everything that should be considered. Each Commander should develop lists appropriate to their specific mission, capabilities, and locations of possible deployment. Furthermore, Sample PIRs are included based on specific emergencies.

A Priority Intelligence Requirement (PIR) is an intelligence requirement, stated as a priority for intelligence support that the commander and staff need to understand the threat or the operational environment. The PIRs focuses the intelligence section's collection efforts and ensures that intelligence collected is both relevant and timely. A commander should at a minimum review their PIRs at the beginning of each operational cycle.

A list of the Adjutant General's Current Priority Intelligence Requirements can be located at the following link: <https://ngcaportal.ng.army.mil/sites/pos/J2/Current%20PIRs/Forms/AllItems.aspx> . These PIRs are updated weekly based on current events and threats. For that reason, they are not included in this manual.

In order to keep the Adjutant General informed, information related to the Adjutant General's PIRs that is collected by Soldiers and their Commanders need to be forwarded through one's chain of command to the California National Guard J2 (NGCAJ2JFHQState@ng.army.mil) through the California National Guard's Joint Operations Center (ng.ca.caarng.mbx.joc-ops@mail.mil). Be sure to include as much information as possible when submitting the information..

Further Intelligence information and consideration can be obtained in TC 2-91.7

Commander's Priority Intelligence Requirements (PIRs)

PIRs are intelligence requirements which are critical to accomplishing the mission. They are usually related to the command's COA, becoming apparent during mission analysis and war-gaming. They may, however, come from the intelligence requirements of higher or lower units. The commander approves the prioritized list of intelligence requirements and designates some of them as PIR. Only the commander can approve PIR. Each PIR should corm from the original list of intelligence requirements developed during war-gaming. Hence, each should be focused, specific, and directly related to a friendly decision expected to occur during execution of the COA.

The following are the current CNG “Standing PIR’s”.

Commander’s Priority Intelligence Requirements (PIRs)
1. What event(s) (natural or man-made) could result in a request for California National Guard support from the California Emergency Management Agency or from other states by EMAC?
2. What act(s) of terrorism or indication of an imminent act of terrorism or increase in Homeland Security Advisory or DoD FPCON levels in California or the United States?
3. What Chemical, Biological, Radiological, Nuclear, or high-yield Explosives (CBRNE) related accident or incident that may occur in California or the United States.
4. What physical attack(s) on California National Guard personnel, facilities, or equipment; or any Denial of Service (DOS) computer network attacks?
5. What international events could affect current or future operations of CA National Guard Service Members?
6. What potential or current weather conditions will negatively impact water management systems that may threaten the civilian population and / or pose a potential threat to critical infrastructures, in the next 72 hours?
7. What Major Line of Communication (LOC) are or may become impassable which degrades the CA National Guard’s ability to support current or potential operations in the next 72 hours?

Table 10 – Commander’s PIRs

WILDFIRE CONSIDERATIONS

Wildfires cannot be predicted, but the National Weather Service and U.S. Forest Service warn about conditions leading to wildfires. When conditions are favorable for a wildfire event, Army units should prepare and conduct coordination for a response with the appropriate higher headquarters and civilian agencies. An excellent resource for tracking wildfire activity is the National Wildfire Incident reporting Web site at www.inciWeb.org.

When weather conditions indicate a wildfire event is possible, Army units should take the following steps:

- Monitor the National Weather Service or USAF weather flight for Red Flag warnings and likely locations of a wildfire hazard (www.noaa.gov).
- Coordinate, validate, and de-conflict IAA requirements with non-DOD remote sensing communities.
- Review IAA plan to identify key LOCs, evacuation routes, and egress and ingress routes for citizens and firefighters into and out of the affected area.
- Coordinate with higher headquarters on availability of IAA assets.

- Prepare a draft PUM for IAA assets.
- Monitor the initiation of EMAC processes.
- Identify redundant communications systems for use in the affected area.

Possible PIRs for a wildfire event are:

- Report locations of personnel in distress, particularly those who cannot easily escape the path of the fire.
- Report the direction of winds, analysis of terrain, and other factors that will affect the direction of movement of the fire.
- Status of LOCs into and out of the affected area, including the amount of civilian traffic evacuating the area.
- Damage to critical infrastructure, communications, and power lines.
- Damage to communities and neighborhoods threatened by the path of the fire.

EARTHQUAKE CONSIDERATIONS

Earthquake planning is extremely difficult because the event provides no early warning. Detailed earthquake response plans must be established and exercised during regular drills. Most states have earthquake preparedness days or weeks to raise awareness and remind citizens to be prepared. Army units should take advantage of these events to review plans.

Response to an earthquake takes many forms. Following are some processes and steps to take in the event of an earthquake:

- Determine magnitude and epicenter of the earthquake.
- Conduct initial damage assessment of the area.
- Monitor aftershocks for additional damage.
- Identify key LOCs, evacuation routes, and ingress and egress routes in the affected area.
- Coordinate, validate, and task IAA assets if required for situational awareness.
- Initiate PUM and forward it through appropriate channels.
- Evaluate communications architecture and ensure communications equipment and systems are functioning properly.
- Publish Web sites where IAA information is or will be posted.

Likely PIRs for earthquake events are:

- Locations of personnel in distress.
- Damage to buildings and homes, particularly to critical infrastructure.
- Status of LOCs.
- Damage to dams and levees.
- Damage to hazardous material storage facilities.
- Damage to nuclear power plants.

BLIZZARD OR WINTER STORM CONSIDERATIONS

Winter storm events provide some early warning and preparation time, but because of the nature of the severe cold usually associated with them, rapid response is critical. Preparation steps are much the same for any weather event that provides early warning. The response is similar to but not the same as that for a hurricane.

Before a winter storm or blizzard, units should take the following steps:

- Monitor the National Weather Service or the supporting USAF weather flight for the projected storm path (www.noaa.gov).
- Coordinate, validate, and de-conflict IAA requirements with non-DOD remote sensing communities.
- Review IAA plan to identify key LOCs, evacuation routes, egress and ingress routes, and airports and seaports of embarkation for troops arriving in the affected area.
- Coordinate with higher headquarters on availability of IAA assets.
- Prepare a draft PUM for IAA assets.
- Monitor the initiation of EMAC processes.
- Identify redundant communications systems for use in the affected area.

Possible PIRs for a blizzard or winter storm that might be identified:

- Residences without power or heat.
- Locations that emergency vehicles cannot access because of deep snow.
- Locations of airports that can support aerial assets and operations.
- Damage to critical infrastructure, such as power lines and substations, because of ice accumulation.
- Location of isolated livestock.
- Locations and status of hazardous material storage facilities that may have been affected by extremely cold weather.

FLOOD OR TSUNAMI CONSIDERATIONS

Flooding events usually provide limited early warning, while tsunamis may provide only a few hours of prior warning. Both events can be extremely dangerous to both citizens and rescuers. The long-term recovery operations that occur after flooding can require Soldiers to provide civil support for long periods of time.

Possible PIRs for flooding or tsunami events are—

- Report the presence of personnel in distress or stranded by high water.
- Report locations of communities unable to move because of flooding.
- Status of LOCs, especially remote bridges over rivers.
- Availability of airfields or forward air refueling sites and landing zones.
- Status of dams, levees, and riverbanks.
- Damage to critical infrastructure.
- Presence of hazardous materials, spills, and downstream hazards.

HURRICANE CONSIDERATIONS

Ninety-six to Seventy-two hours before projected landfall of a hurricane—

- Monitor the National Hurricane Center for projected storm path (www.nhc.noaa.gov).
- Coordinate, validate, and de-conflict IAA requirements with non-DOD remote sensing communities.
- Review IAA plan to identify key LOCs, evacuation routes, egress and ingress routes, and airports and seaports of embarkation for troops arriving in the affected area.
- Coordinate with higher headquarters on availability of IAA assets.
- Prepare a draft PUM for IAA assets.
- Monitor the initiation of EMAC processes.
- Identify redundant communications systems for use in the affected area.

Forty-eight to twenty-four hours before projected landfall—

- Continue to monitor path of storm.
- Continue to coordinate IAA requirements with non-DOD and DOD agencies.
- Coordinate and publish Web addresses that host video or other damage assessment products.
- Request pre-event imagery if needed.

Upon landfall of a hurricane:

- Continue to monitor the progress of the storm and storm damage.
- Coordinate with state emergency response manager and remote sensing community.
- Be prepared to conduct IAA missions when weather permits.

Twenty-four to seventy-two hours after landfall:

- Develop initial damage assessment from all available reporting.
- Continue to monitor the storm for additional damage.
- Coordinate with emergency responders for required IAA tasking and targets.
- Identify and request additional IAA assets as required.

Every event will be different; however, J-2/G-2/S-2s should develop PIRs for the commander's approval that is focused on any areas with limited access, the greatest hazards to the environment, and threats to citizens. Example PIRs might be:

- Locations of communities where citizens are in distress.
- Locations of large-scale flooding.
- Status of roads, bridges, airports, and other LOCs.
- Damage assessments of dams, rivers, and levees.
- Damage to critical infrastructure and other facilities.
- Possible locations of hazardous material spills or contamination.

TORNADO CONSIDERATIONS

It is difficult to plan for tornadoes because of the sudden nature of the event; however, prior planning and preparation can speed the response to those areas susceptible to tornadoes. Just as in an earthquake, Army units must prepare in advance, then execute aggressively once the event occurs.

Likely PIRs for tornado events are—

- Locations of personnel in distress or communities with significant damage.
- Status of LOCs and obstacles or debris across LOCs. Of particular danger are live power lines on the ground.
- Damage to critical infrastructure, such as cell phone towers and communications and power lines.
- Hazardous material storage facilities that may be damaged and pose a threat to citizens.

VOLCANIC ERUPTION CONSIDERATIONS

Volcanic eruptions can be predicted to an extent by the U.S. Geologic Survey, but the violence of an eruption might be unexpected. The most hazardous eruptions are those Volcanoes that may suddenly and violently explode taking large parts of the volcano with them. The 1980 eruption of Mount St. Helens in Washington was one such eruption.

Possible PIRs for a volcanic eruption are:

- Presence of personnel in distress.
- Extent of volcanic ash and the direction of movement of the ash cloud.
- The extent and locations of mudslides, snowcap melt, blown down of trees, and other terrain events because of the eruption.
- Status of dams, levees, lakes, and rivers.
- Damage to critical infrastructure and LOCs, particularly bridges in the affected area.

CHEMICAL OR RADIOLOGICAL EVENTS

In the event of a chemical or radiological event, civil authorities will likely be responding well before an Army unit can be sent to assist. The primary item the intelligence Soldier must ascertain is where the area of contamination is located and where the downwind hazard is. The S-2 must focus on providing predictive analysis on where the downwind hazard will be next, and who and what communities will be affected next. See TC 2-91.7 chapter 3 for a detailed discussion of intelligence operations and products during a chemical event.

Command & Support Relationships and Inherent Responsibilities

Command relationships define superior and subordinate relationships between unit commanders. By specifying a chain of command, command relationships unify effort and give commanders the ability to employ subordinate forces with maximum flexibility. Army command relationships identify the degree of control of the gaining Army commander. The type of command relationship often relates to the expected longevity of the relationship between the headquarters involved and quickly identifies the degree of support that the gaining and losing commanders provide.

IF RELATIONSHIP IS:		INHERENT RESPONSIBILITIES ARE:							
		Has Command Relation- ship with:	May Be Task Organized by:	Receives CSS from:	Assigned Position or AO By:	Provides Liaison To:	Establishes/ Maintains/ Communica- tions with:	Has Priorities Established by:	Gaining Unit Can Impose Further Com- mand or Sup- port Relationship of:
COMMAND	Attached	Gaining unit	Gaining unit	Gaining unit	Gaining unit	As re- quired by gaining unit	Unit to which attached	Gaining unit	Attached; OPCON; TACON; GS; GSR; R; DS
	OPCON	Gaining unit	Parent unit and gain- ing unit; gaining unit may pass OPCON to lower HQ. Note 1	Parent unit	Gaining unit	As re- quired by gaining unit	As required by gaining unit and parent unit	Gaining unit	OPCON; TACON; GS; GSR; R; DS
	TACON	Gaining unit	Parent unit	Parent unit	Gaining unit	As re- quired by gaining unit	As required by gaining unit and parent unit	Gaining unit	GS; GSR; R; DS
	Assigned	Parent unit	Parent unit	Parent unit	Gaining unit	As re- quired by parent unit	As required by parent unit	Parent unit	Not Applicable
SUPPORT	Direct Support (DS)	Parent unit	Parent unit	Parent unit	Supported unit	Sup- ported unit	Parent unit; Supported unit	Supported unit	Note 2
	Reinforc- ing (R)	Parent unit	Parent unit	Parent unit	Reinforced unit	Rein- forced unit	Parent unit; reinforced unit	Reinforced unit; then parent unit	Not Applicable
	General Support Reinforc- ing (GSR)	Parent unit	Parent unit	Parent unit	Parent unit	Rein- forced unit and as re- quired by parent unit	Reinforced unit and as required by parent unit	Parent unit; then reinforced unit	Not Applicable
	General Support (GS)	Parent unit	Parent unit	Parent unit	Parent unit	As re- quired by parent unit	As required by parent unit	Parent unit	Not Applicable
NOTE 1. In NATO, the gaining unit may not task organize a multinational unit (see TACON). NOTE 2. Commanders of units in DS may further assign support relationships between their subordinate units and elements of the supported unit after coordination with the supported commander.									

Figure 28 – Command & Support Relationships and Inherent Responsibilities

MISSION COMMAND AND ELEMENTS OF FULL SPECTRUM OPERATIONS

Mission command is the conduct of military operations through decentralized execution based on mission orders. Successful mission command demands that subordinate leaders at all echelons exercise disciplined initiative, acting aggressively and independently to accomplish the mission within the commander's intent. Mission command gives subordinates the greatest possible freedom of action, improving subordinates' ability to act effectively in fluid, and chaotic situations. Mission command emphasizes timely decision making, understanding the higher commander's intent, and clearly identifying the subordinates' tasks necessary to achieve the desired end state.

The elements of mission command are:

- Commander's intent.
- Subordinates' initiative.
- Mission orders, which include
- A brief concept of operations.
- Minimum necessary control measures.
- Resource allocation

Full spectrum operations require simultaneous combinations of four elements—offense, defense, and stability or civil support. The below figure outlines these elements of full spectrum operations, and the primary tasks associated with them, and the purposes of each element. Each primary task has numerous associated subordinate tasks. When combined with who (unit), when (time), where (location), and why (purpose), the primary tasks become mission statements.

<p style="text-align: center;">Offensive Operations</p> <p>Primary Tasks</p> <ul style="list-style-type: none"> • Movement to contact • Attack • Exploitation • Pursuit <p>Purposes</p> <ul style="list-style-type: none"> • Dislocate, isolate, disrupt, and destroy enemy forces • Seize key terrain • Deprive the enemy of resources • Develop intelligence • Deceive and divert the enemy • Create a secure environment for stability operations 	<p style="text-align: center;">Defensive Operations</p> <p>Primary Tasks</p> <ul style="list-style-type: none"> • Mobile defense • Area defense • Retrograde <p>Purposes</p> <ul style="list-style-type: none"> • Deter or defeat enemy offensive operations • Gain time • Achieve economy of force • Retain key terrain • Protect the populace, critical assets, and infrastructure • Develop intelligence
<p style="text-align: center;">Stability Operations</p> <p>Primary Tasks</p> <ul style="list-style-type: none"> • Civil security • Civil control • Restore essential services • Support to governance • Support to economic and infrastructure development <p>Purposes</p> <ul style="list-style-type: none"> • Provide a secure environment • Secure land areas • Meet the critical needs of the populace • Gain support for host-nation government • Shape the environment for interagency and host-nation success 	<p style="text-align: center;">Civil Support Operations</p> <p>Primary Tasks</p> <ul style="list-style-type: none"> • Provide support in response to disaster or terrorist attack • Support civil law enforcement • Provide other support as required <p>Purposes</p> <ul style="list-style-type: none"> • Save lives • Restore essential services • Maintain or restore law and order • Protect infrastructure and property • Maintain or restore local government • Shape the environment for interagency success

Figure 29 – Elements of Full Spectrum Operations

Risk Analysis/Management

Risk analysis/management is the process of identifying, assessing, and controlling risks arising from operational factors and making decisions that balance risk costs with mission benefits. It applies to all missions and environments across the wide range of operations.

Principles:

- Integrating risk management into mission planning, preparation, and execution.
- Making risk decisions at the appropriate level in the chain of command.
- Accepting no unnecessary risk (conserving lives and resources).
- Making an informed decision to implement a COA.
- Identifying feasible and effective control measures where specific standards do not exist.
- Providing reasonable alternatives for mission accomplishment.

Five Steps of Risk Analysis/Management:

- Step 1. Identify hazards.
- Step 2. Assess hazards to determine risks.
- Step 3. Develop controls and make risk decisions.
- Step 4. Implement controls.
- Step 5. Supervise and evaluate.

Risk Assessment Matrix						
Severity	Probability					
	Level	Frequent	Likely	Occasional	Seldom	Unlikely
Catastrophic	I					
Critical	II					
Marginal	III					
Negligible	IV					
E – Extremely High Risk H – High Risk M – Moderate Risk L – Low Risk Reference: FM 100-14						

Table 11 – Risk Management

Overall residual risk of a mission must be determined when more than one hazard is identified. The residual risk for each of these hazards may have a different level, depending on the assessed probability and severity of the hazardous incident. Overall residual mission risk should be determined based on the incident having the greatest residual risk. Determining overall mission risk by averaging the risks of all hazards is not valid. If one hazard has high risk, the overall residual risk of the mission is high, no matter how many moderate or low risk hazards are present.

NIMS/SEMS/ICS Action Planning Process

NIMS/SEMS/ICS action planning processes and procedures facilitate efficient flow of information that support continuity of operations for the Incident Commander's (IC) decision-making. These processes and procedures establish the incidents operational rhythm. This rhythm is the combination and interaction of the procedures, processes, leader and individual actions facilitating continuous operations. The incident operational rhythm allows organizations and leaders to function at a sustained level of efficiency for extended periods. Effective operational rhythm permits an acceptable level of leadership at all times while retaining the capability to focus leadership at critical points in re-establishing and/or sustaining essential functions. Operational Rhythm is a multifaceted concept incorporating the following elements:

- Synchronized multi-echelon timelines
- Trained leadership (Executive Staff, Division Heads, Branch Chiefs, Managers and Supervisors)
- Established processes and Standard Operating Procedures (SOPs)

The ICS Planning Cycle facilitates efficient decision-making and parallel planning. These are critical to effective operations and successful mission accomplishment. Every component of the incident action planning process makes unique contributions to sustained operations. The current Incident Action Plan (IAP) format ensures the processes critical to mission success are codified, reliable, repeatable and efficient by:

- Identifying key procedures necessary for mission success
- Conveying these procedures in a standard, clear and simple format
- Focusing the command and supporting staff

There may be times, due to the nature of a contingency or crisis, Incident Command (IC) personnel need to deviate from the processes, procedures and/or checklists. These exceptions should be identified and recorded by the Planning Section Chief who is responsible for reviewing and updating the IAP as appropriate.

It is important to note, the goal of incident action planning is to reduce the consequence of any disruptive event to a manageable level. The specific objectives of a particular incident or organization's IAP may vary, depending on its mission and functions, its capabilities, and its overall strategy.

ICS - Operational Period Planning “P” Cycle

The Planning “P” is a guide to the incident action planning process and lists the steps involved in planning for an incident. The leg of the “P” describes the initial response period: Once the incident/event begins, the steps are Notifications, Initial Response & Assessment, Incident Briefing Using ICS 201, and Initial Incident Command (IC)/Unified Command (UC) Meeting.

At the top of the leg of the “P” is the beginning of the first operational planning period cycle. In this circular sequence, the steps are IC/UC Develop/Update Objectives Meeting, Command and General Staff Meeting, Preparing for the Tactics Meeting, Tactics Meeting, Preparing for the Planning Meeting, Planning Meeting, IAP Prep & Approval, and Operations Briefing.

At this point a new operational period begins. The next step is Execute Plan & Assess Progress, after which the cycle begins again. Source: FIREScope/NIMS documents.

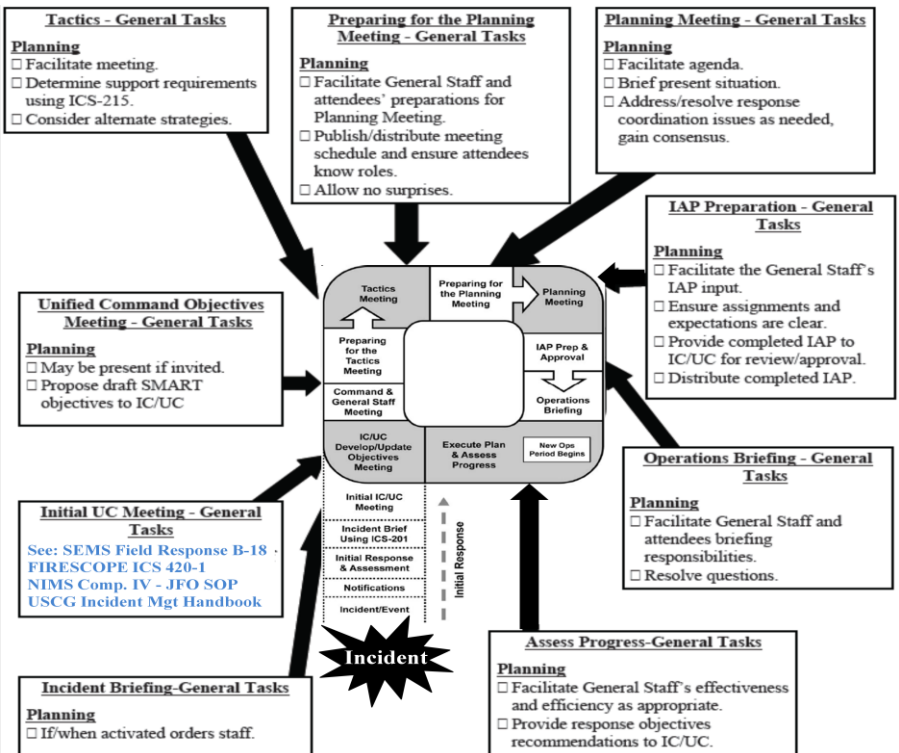


Figure 30 – ICS Operational Period Planning “P” Cycle

Initial Response

Planning begins with a thorough size-up that provides information needed to make initial management decisions.

The ICS Form 201 provides Command Staff with information about the incident situation and the resources allocated to the incident. This form serves as a permanent record of the initial response to the incident and can be used for transfer of command.

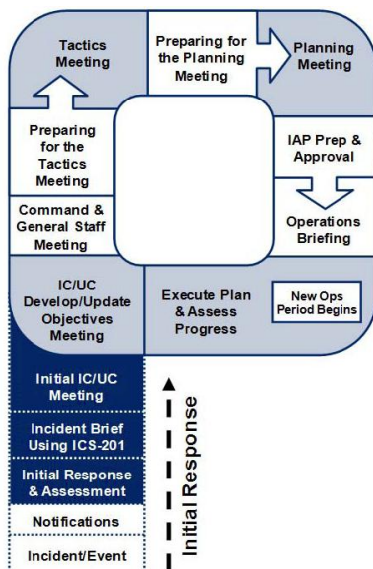


Figure 31– ICS Planning – Initial Response

The Start of Each Planning Cycle

IC/UC Objectives Meeting: The Incident Command/Unified Command establishes incident objectives that cover the entire course of the incident. For complex incidents, it may take more than one operational period to accomplish the incident objectives.

The cyclical planning process is designed to take the overall incident objectives and break them down into tactical assignments for each operational period. It is important that this initial overall approach to establishing incident objectives establish the course of the incident, rather than having incident objectives only address a single operational period.

Command and General Staff Meeting: The Incident Command/ Unified Command may meet with the Command and General Staff to gather input or to provide immediate direction that cannot wait until the planning process is completed. This meeting occurs as needed and should be as brief as possible.

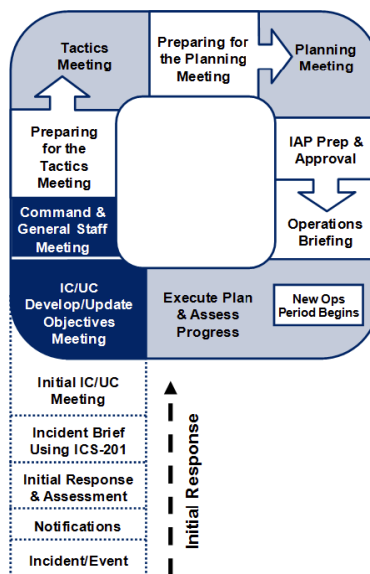


Figure 32– ICS Planning – IC/UC Objectives Meeting

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Preparing for & Conducting Tactics Meetings

The purpose of the Tactics Meeting is to review the tactics developed by the Operations Section Chief. This includes the following:

- ⌚ Determine how the selected strategy will be accomplished in order to achieve the incident objectives.
- ⌚ Assign resources to implement the tactics.
- ⌚ Identify methods for monitoring tactics and resources to determine if adjustments are required (e.g., different tactics, different resources, or new strategy).

The Opns Sec. Chief, Safety Officer, Log Sec. Chief, and Resources Unit Leader attend the Tactics Meeting. The Operations Section Chief leads the Tactics Meeting.

ICS Forms 215 (Operational Planning Worksheet), and 215A (Incident Safety Analysis), are used to document the Tactics Meeting.

Resource assignments will be made for each of the specific work tasks. Resource assignments will consist of the kind, type, and numbers of resources available and needed to achieve the tactical operations desired for the operational period.

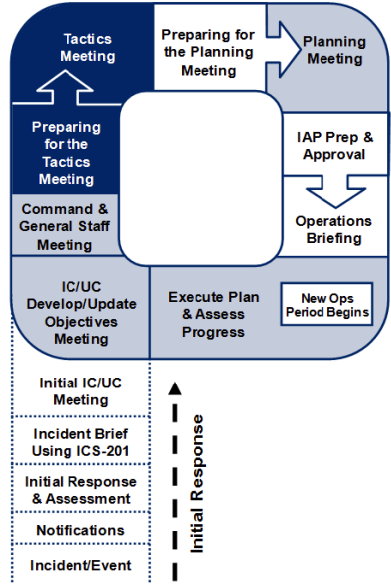


Figure 33– ICS Planning – Tactics Meeting

Preparing for the Planning Meeting

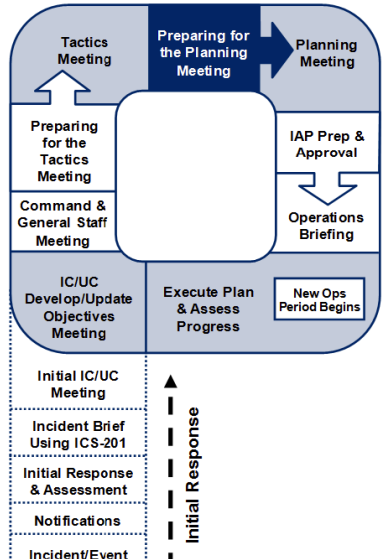
Following the Tactics Meeting, preparations are made for the Planning Meeting and includes the following actions coordinated by the Planning Section:

- ⌚ Review the ICS Form 215 developed in the Tactics Meeting.
- ⌚ Review the ICS Form 215A, Incident Safety Analysis (prepared by the Safety Officer), and based on the information in the ICS Form 215.
- ⌚ Assess current operations effectiveness and resource efficiency.
- ⌚ Gather information to support incident management decisions.

Figure 34 ICS Planning – Planning Meeting Preparation

Planning Meeting

The Planning Meeting provides the opportunity for the Command and General Staff to review and validate the operational plan as proposed by the Operations Section Chief. Attendance is required for all Command and General Staff. Additional



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Figure 35– ICS
Planning Meeting

IAP Preparation and Approval

The next step in the Incident Action Planning Process is plan preparation and approval. The written plan is comprised of a series of standard forms and supporting documents that convey the Incident Commander's intent and the Operations Section's direction for the accomplishment of the plan for that Operational Period.

For simple incidents of short duration, the Incident Action Plan (IAP) will be developed by the Incident Commander and communicated to subordinates in a verbal briefing.

Complex incidents result in the need for the Incident Commander to engage a more formal process. A written IAP should be considered whenever:

- ⌚ Two or more jurisdictions are involved in the response that continues into the next Operational Period.
- ⌚ A Multiple number of ICS organizational elements are activated and it is required by agency policy.

Note: A HazMat incident requires an IAP (State/Federal Response).

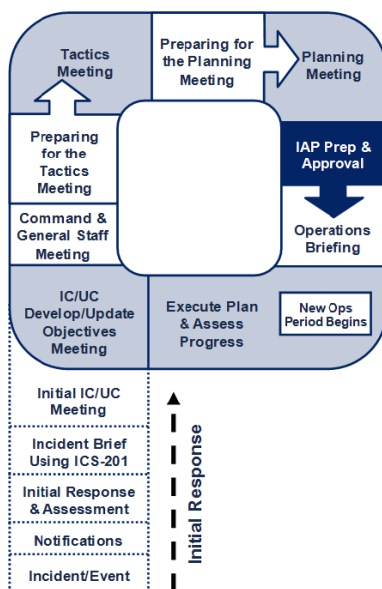


Figure 36– ICS Planning IAP Preparation and Approval

Operations Period Briefing

The Operations Period Briefing may be referred to as the Operational Briefing or the Shift Change Briefing. This briefing is conducted at the beginning of each Operational Period and presents the Incident Action Plan to supervisors of tactical resources.

Following the Operations Period Briefing supervisors will meet with their assigned resources for a detailed briefing on their respective assignments.

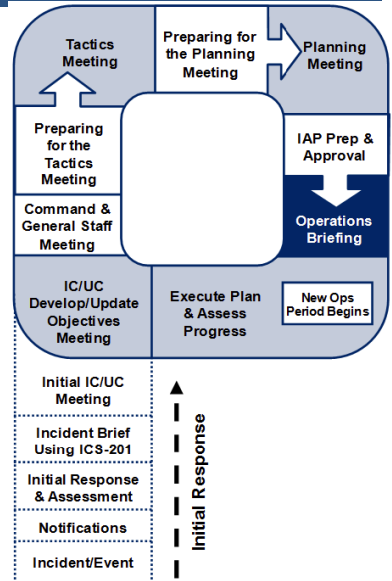


Figure 37– ICS Planning – Operations Period Briefing

Execute Plan and Assess Progress

The Operations Section directs the implementation of the plan. The supervisory personnel within the Operations Section are responsible for implementation of the plan for the specific Operational Period.

The plan is evaluated at various stages in its development and implementation. The Operations Section Chief may make the appropriate adjustments during the Operational Period to ensure that the objectives are met and effectiveness is assured.

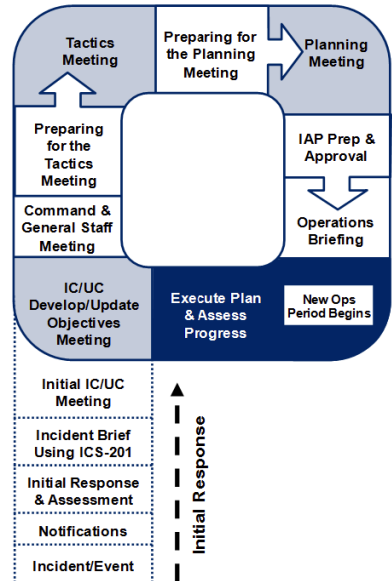


Figure 38– ICS Planning – Execute and Assess the Plan

ICS PLANNING CYCLE JOB AID

“PLANNING P” - Identifies the purpose, lead, participants, inputs and outputs of each meeting and activity.

- Initial Response Period
- Operational Period Planning Cycle
- Planning Meeting Outline

Period	Meeting/ Activity Name	Purpose/ Objective	Lead	Participants	Form Inputs	Forms Created
Initial Response Period	Incident/ Event Notifications	Event Occurs Who needs to be notified enroute and when initially at scene?				
	Initial Response and Assessment	Size Up Incident/Situational Awareness <ul style="list-style-type: none"> • Avoid Tunnel Vision • Life at Risk • Rescuer Safety • Stabilize Incident • Property Conservation 	Incident Commander/ Unified Command			
	Incident Brief using ICS-201	Identify Incident: <ul style="list-style-type: none"> • Objectives • Strategy • Tactics 	Incident Commander/ Unified Command			ICS-201
	Initial IC/UC Meeting	IC/UC develops incident objectives for incident response and mitigation	Incident Commander		ICS-201	
Operational Period Planning Cycle	IC/UC Develop/Update Objectives Meeting	IC/UC revises incident objectives for incident response and mitigation	Incident Commander/ Unified Command		ICS-201	ICS-202
	Command & General Staff Meeting	IC meets with Command and General Staff to gather input or provide immediate direction that cannot wait. Should be brief. Meetings occur as needed.	Incident Commander/ Unified Command	Command and/or General Staff	ICS-201 or ICS-202	
	Preparing for the Tactics Meeting	Assess current tactics and resources	Incident Commander/ Unified Command	General Staff	ICS-201 or ICS-202	
	Tactics Meeting	Review strategy and tactics developed by Operations Section Chief	Operations Section Chief	<ul style="list-style-type: none"> • Safety Officer • Plans Section Chief • Logistics Section Chief • Resource Unit Leader • Communications Unit Leader 		ICS-215 ICS-215A
	Preparing for the Planning Meeting	<ul style="list-style-type: none"> • Analyze the ICS-215 • Safety officer finalizes ICS-215 • Assess operations effectiveness and resources efficiency 	Plans Section	Safety Officer	ICS-215 ICS-215A	
	Planning Meeting	Command and General Staff and other key personnel and officials review and validate the operational plan, as presented by Operations Section Chief.	Plans Section Chief	<ul style="list-style-type: none"> • Command and General Staff • Other Incident 	<ul style="list-style-type: none"> • ICS-201 or ICS-202 • ICS-215 • ICS-215A 	<ul style="list-style-type: none"> • IAP Cover Page • ICS-202 • ICS-203 • ICS-204

Figure 39– ICS Planning Cycle Job Aid

Period	Meeting/ Activity Name	Purpose/ Objective	Lead	Participants	Form Inputs	Forms Created
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Operational Period Planning Cycle	IAP Prep & Approval		Incident Commander/Unified Command	Command and General Staff	<ul style="list-style-type: none"> IAP Cover Page ICS-202 ICS-203 ICS-204 ICS-205 ICS-206 Safety message Maps Forecasts 	
	Operations Briefing	Presentation of IAP to supervisors and tactical resources. Presented at beginning of each Operational Period.	Plans Section Chief	<ul style="list-style-type: none"> Incident Commander Operations Section Chief Safety Officer Logistics Chief <p>May also include (plan specific):</p> <ul style="list-style-type: none"> Medical Unit Leader Communications Unit Leader Liaison Officer PIO Air Operations Branch Director 	<ul style="list-style-type: none"> IAP Cover Page ICS-202 ICS-203 ICS-204 ICS-205 ICS-206 Safety message Maps Forecasts 	
				<p>May also include (plan specific):</p> <ul style="list-style-type: none"> Medical Unit Leader Communications Unit Leader Liaison Officer PIO Air Operations Branch Director 	<ul style="list-style-type: none"> message Maps Forecasts 	
	New Operational Period Begins Execute Plan and Assess Progress	Operations Section Chief directs implementation of IAP. During Operational Period, incident supervisors and managers assess the effectiveness of plan, based upon incident objectives.	Operations Section Chief	Incident Supervisors and managers	Reports are used to influence next Operational Period's IAP.	

California EOC Planning Meeting Outline

Time	Activity Name	Purpose/ Objective	Lead	Participants	Form Inputs	Forms Created
10	Meeting Called to Order	Begin Meeting	Plans Chief	Command and General Staff	Incident Action Plan (IAP) is often the key input. Other key inputs include enhanced situation status information, GIS analysis, intelligence reports, etc.	Varies by EOC.
5	Situation Report	Brief Attendees on Incident	Plans Chief	<ul style="list-style-type: none">Incident CommanderSafety OfficerPIOLiaison OfficerOperations Section ChiefPlans Section Chief		Some EOCs will create an EOC plan using traditional ICS-202 through 206 + other ICS forms. Other EOCs have custom-designed EOC forms.
1	Sets Overall EOC Objectives	EOC Director sets EOC objectives to support Incident Commander	EOC Director			
10	Statement of EOC Objectives	Plans Chief presents objectives in SMART format	Plans Chief			
10	Section Chiefs Concurrence	Each Section Chief identifies their strategies to implement the objectives, noting issues and solutions. EOC Director must approve decisions.	All Section Chiefs			
10	Agreement on Operational Periods	EOC Director sets Operations Period for EOC. Often is based on Incident's Operational Period.	EOC Director			
10	Next Planning Meeting Time	The time of the next formal planning meeting is set. Ad hoc or other meetings can be called as situation changes or as necessary.	EOC Director and Plans Chief			
1	Adjournment	Adjourn Meeting	Plans Chief			
57	Total Time of Meeting should be less than one hour.					

Figure 40– California EOC Planning Meeting Outline

NIMS - Incident Command Sections and Support Functions

This appendix illustrates the joint field office manned for operations, with all emergency support functions activated. This appendix provides a breakout diagram of each section under the various ICS functions. (Reference: FM 3-28, I-1)

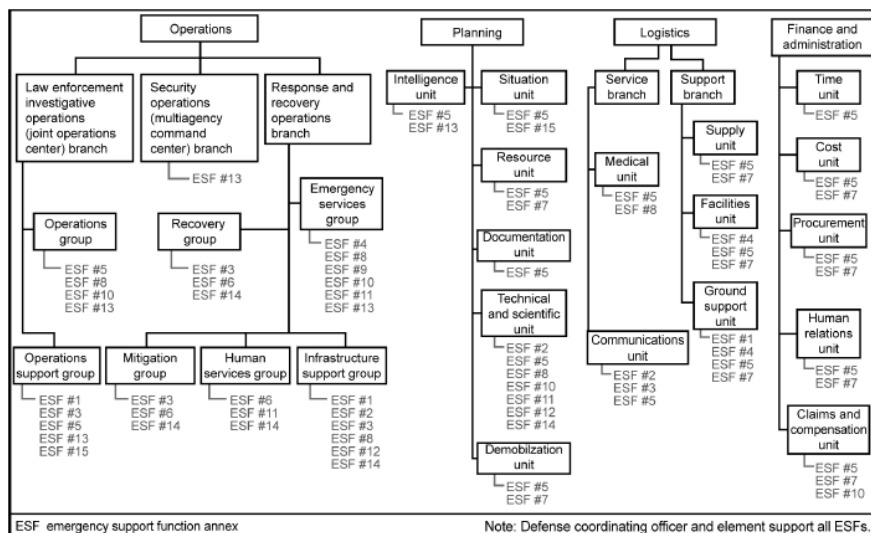


Figure 41- NIMS IC Sections and Support Functions

ESF #1 – Transportation ESF Coordinator: Department of Transportation <ul style="list-style-type: none"> Aviation/airspace management and control Transportation safety Restoration and recovery of transportation infrastructure Movement restrictions Damage and impact assessment
ESF #2 – Communications ESF Coordinator: Department of Homeland Security (Federal Emergency Management Agency) <ul style="list-style-type: none"> Coordination with telecommunications and information technology industries Restoration and repair of telecommunications infrastructure Protection, restoration, and sustainment of national cyber and information technology resources Oversight of communications
ESF #3 – Public Works and Engineering ESF Coordinator: Department of Defense (United States Army Corps of Engineers) <ul style="list-style-type: none"> Infrastructure protection and emergency repair Infrastructure restoration Engineering services and construction management

Figure 42- IFEMA Emergency Support Functions (ESFs)

<ul style="list-style-type: none"> Emergency contracting support for life-saving and life-sustaining services
ESF #4 – Firefighting
ESF Coordinator: Department of Agriculture (United States Forest Service)
<ul style="list-style-type: none"> Coordination of federal firefighting activities Support to wild land, rural, and urban firefighting operations
ESF #5 – Emergency Management
ESF Coordinator: Department of Homeland Security (Federal Emergency Management Agency)
<ul style="list-style-type: none"> Coordination of incident management and response efforts Issuance of mission assignments Resource and human capital Incident action planning Financial management
ESF #6 – Mass Care, Emergency Assistance, Housing, and Human Services
ESF Coordinator: Department of Homeland Security (Federal Emergency Management Agency)
<ul style="list-style-type: none"> Mass care Emergency assistance Disaster housing Human services
ESF #7 – Logistics Management and Resource Support
ESF Coordinator: General Services Administration and Department of Homeland Security (Federal Emergency Management Agency)
<ul style="list-style-type: none"> Comprehensive, national incident logistics planning, management, and sustainment capability Resource support (facility space, office equipment and supplies, contracting services, and others)
ESF #8 – Public Health and Medical Services
ESF Coordinator: Department of Health and Human Services
<ul style="list-style-type: none"> Public health Medical Mental health services Mass fatality management
ESF #9 – Search and Rescue
ESF Coordinator: Department of Homeland Security (Federal Emergency Management Agency)
<ul style="list-style-type: none"> Life-saving assistance Search and rescue operations
ESF #10 – Oil and Hazardous Materials Response
ESF Coordinator: Environmental Protection Agency
<ul style="list-style-type: none"> Oil and hazardous materials (chemical, biological, radiological, and nuclear) response Environmental short- and long-term cleanup
ESF #11 – Agriculture and Natural Resources
ESF Coordinator: Department of Agriculture
<ul style="list-style-type: none"> Nutrition assistance Animal and plant disease and pest response Food safety and security Natural and cultural resources and historic properties protection Safety and well-being of household pets
ESF #12 – Energy
ESF Coordinator: Department of Energy
<ul style="list-style-type: none"> Energy infrastructure assessment, repair, and restoration Energy industry utilities coordination Energy forecast

ESF #13 – Public Safety and Security	
ESF Coordinator: Department of Justice	
<ul style="list-style-type: none"> • Facility and resource security • Security planning and technical resource assistance • Public safety and security support • Support to access, traffic, and crowd control 	
ESF #14 – Long-Term Community Recovery	
ESF Coordinator: Department of Homeland Security (Federal Emergency Management Agency)	
<ul style="list-style-type: none"> • Social and economic community impact assessment • Long-term community recovery assistance to states, tribes, local governments, and the private sector • Analysis and review of mitigation program implementation 	
ESF #15 – External Affairs	
ESF Coordinator: Department of Homeland Security	
<ul style="list-style-type: none"> • Emergency public information and protective action guidance • Media and community relations • Congressional and international affairs • Tribal and insular affairs 	

FEMA Disaster Levels

When an incident occurs or the Regional Watch Center identifies a credible threat, the RA sets the conditions for a possible response by immediately: (1) determining the appropriate FEMA disaster level for the incident in consultation with the Regional Response Division Director; (2) activating the RRCS to a commensurate level; (3) ordering resources in support of anticipated incident objectives; and (4) preparing to address a governor's request for a Stafford Act declaration.

Disaster Level	Conditions
Level I	<ul style="list-style-type: none"> • An incident of such magnitude that the available assets that were designed and put in place for the response are completely overwhelmed or broken at the local, regional, or national level. • Due to the incident's severity, size, location, and actual or potential impact on public health, welfare, and infrastructure, it requires an extreme amount of direct Federal assistance for response and recovery efforts for which the capabilities to support it do not exist at any level of government. • A Level I response requires extraordinary coordination among Federal, State, tribal, territorial, and local entities due to massive levels and breadth of damage, severe impact or multi-State scope. • Major involvement of FEMA (full activation of relevant RRCS(s) and the NRCS), other Federal agencies (all primary ESF agencies activated), and deployment of initial response resources are required to support the requirements of the affected State(s).
Level II	<ul style="list-style-type: none"> • An incident which, due to its severity, size, location, actual or potential impact on public health, welfare, and infrastructure requires a high amount of direct Federal assistance for response and recovery efforts. • A Level II response requires elevated coordination among Federal, State, tribal, territorial, and local entities due to moderate levels and breadth of damage. • Significant involvement of FEMA (RRCS activation, possible NRCS activation), other Federal agencies (some ESF primary agencies activated to support RRCS), and possible deployment of initial response resources are required to support the requirements of the affected State(s).
Level III	<ul style="list-style-type: none"> • An incident which, due to its severity, size, location, actual or potential impact on public health, welfare, and infrastructure requires a moderate amount of direct Federal assistance. • Typically this is primarily a recovery effort with minimal response requirements and existing Federal regional resources will meet requests. • A Level III response requires coordination among involved Federal, State, tribal, territorial, and local entities due to minor-to-average levels and breadth of damage. Federal assistance may be limited to activation of only one or two ESF primary agencies.
Watch Steady State	<ul style="list-style-type: none"> • No event or incident anticipated • Regional Watch Center maintains situational awareness

Figure 43 – Disaster Levels

MILITARY LNO CHECKLIST

This checklist includes LNO's procedures and checks that apply to liaison personnel between adjacent units, supporting or assigned to the CNG operational (CS) forces and higher commands.

- ☐ Be thoroughly briefed on the current situation of unit and commander's intent, including details of the concept of operations, example unit locations, factors such as personnel strength, and logistic considerations.
- ☐ LNO's should possess maps and overlays.
- ☐ Obtain specific information or liaison requirements from each staff section.
- ☐ Clearly understand the mission and responsibilities.
- ☐ Ensure that arrangements for communication and transportation meet mission requirements.
- ☐ Obtain necessary credentials for identification and appropriate security clearances.
- ☐ If conducting liaison with a coalition unit, check language and interpreter requirements.
- ☐ Become familiar with the potential issues, capabilities, employment doctrine, and operational procedures of the unit to which he/she will be sent.
- ☐ Become familiar with command relationships among all major commands participating in the operation.

Upon Arrival

- ☐ Check-In/report to the supported commander or section representative, state the mission and exhibit orders or credentials, offer assistance, and be prepared to brief the unit's situation.
- ☐ Identify your roll in the IC and organization assignment.
- ☐ Obtain initial situational awareness briefing
- ☐ Establish work location and flow of information.
- ☐ Log on to CNG DCO/ (<https://connect.dco.dod.mil/cangjoc>) and establish initial communications.
- ☐ Synchronize battle rhythm requirements.
- ☐ Taskings – identify, profile stakeholders and build trusted relationships, and prioritize.
- ☐ Understand what motivates IC/stakeholders actions and pay attention to attitudes, knowledge and perception of those this position supports.
- ☐ Attend planning meetings.
- ☐ Visit each staff section, provide information as required, and obtain all intelligence that is to be transmitted to the unit.
- ☐ Establish communication with the unit and exchange updated information as required.

Responsibilities During the LNO's Tour of Duty

- ☐ Safety and well being of agency personnel (capture daily issues/best practices for AAR)
- ☐ Keep informed of the situation of the unit and make that information available to the commander and staff of the unit to which he/she is sent.
- ☐ Keep critical CNG resource accountability, and availability information on-hand.
- ☐ Analyze information and provide feedback.
- ☐ Respond to requests/resolve problems.
- ☐ Identify and gather information – attend informal and formal briefing/meetings.

- ☐ Conduct Command and General Staff interaction.
- ☐ Develop a trusted relationship with IC LNO and maintain daily contact.
- ☐ Find out how the parent command will be employed. (For example: mission, unit location, future locations, future operations, and commander's intent).
- ☐ Accomplish the mission without interfering with the operations of the headquarters to which you are sent.
- ☐ Report promptly to your own headquarters if you are unable to accomplish the liaison mission.
- ☐ Report to the parent command on those matters within the scope of the LNO mission.
- ☐ As permitted by official order, inform the visited unit commander of the contents of reports dispatched to the LNO's parent headquarters.
- ☐ Inform the appropriate supported staff officer or commander about significant problems being experienced by the LNO's parent unit that could affect operations of other commands including your own.
- ☐ Ensure that the LNO's location at the headquarters is known at all times. (For example: inform tactical operations center (TOC) duty officer of daily activities).
- ☐ Advise parent unit, if possible, of departure from the liaison location.
- ☐ Attend JOC/TOC daily situation update briefings and other meetings as required.
- ☐ Keep an appropriate record of actions and reports.
- ☐ Conduct detailed shift change over briefings (LNO/LNO) – review current situation, resource capabilities and significant events/staff journal entries.
- ☐ Report to the visited unit commander prior to departing at the completion of the mission.
- ☐ Ensure that the LNO's location at the headquarters is known at all times. (For example: inform tactical operations center (TOC) duty officer of daily activities).
- ☐ Advise parent unit, if possible, of departure from the liaison location.
- ☐ Attend JOC/TOC daily situation update briefings and other meetings as required.
- ☐ Keep an appropriate record of actions and reports.
- ☐ Report to the visited unit commander prior to departing at the completion of the mission.
- ☐ Brief the commander or section representative on all pertinent information received during the visit. (For example, detailed information concerning the mission of the higher headquarters, unit location, future locations, and commander's intent).
- ☐ Promptly transmit any request of the visited commander.
- ☐ Transmit mission requirements and request for information from the visited headquarters.
- ☐ Transmit information required by higher headquarters in each staff area of responsibility.
- ☐ Keep abreast of the situation and be prepared to respond to future liaison requirements.
- ☐ Attend Demob planning meetings and debrief.

CNG EMERGENCY PROCEDURES MANUAL

Military LNO Situation Report

NAME/RANK OF LNO: _____

DATE/TIME GROUP: _____

LOCATION: _____

CONTACT NUMBER: _____

FAX NUMBER: _____

EMAIL: _____

SUBJECT: LNO Situation Report

1. Current Situation

a. Transportation

(1) Major roads (interstates, freeways, and state highways) closures. State which road, where the closure is, and estimated reopen date/time. Also list traffic restrictions such as lane control or weight and height limits and reason for road closure.

(2) Airports. List airports closed or open to fixed or rotor wing aircraft.

b. Utilities Status. (List as operational: Yes/No. If no, state the reason.

(1) Water

(2) Telephone

(3) Electricity

(4) Pipelines (Oil/Natural Gas)

(5) Sewage Treatment Plants/Pipelines

c. Essential Services

(1) Law Enforcement

(2) Fire Protection

(3) Medical Facilities - Report the name, location, and bed capacity of any medical facility that is not operational

d. Shelters For Displaced Persons - Report the name, location, and capacity of shelters in use

2. Projected Situation. List possible requirements for CNG assistance such as:

a. Transportation (ground or air)

b. Medical to include medical evacuation

c. Logistical support such as food service or shelter

d. Engineer support (State specific requirements and equipment needed)

e. Aid to law enforcement (Civil Disturbance/Prison Support/Critical Facility Protection)

Note: Telephonically to CNG JOC: 916.854.3440 DSN: 312.466.3440

Via Fax: CNG JOC 916.854.3475

Via Email: HYPERLINK "<mailto:ngcajoc-ops@ng.army.mil>" or

ng.ca.caarnng.mbx.joc-ops@mail.mil

CALIFORNIA EMERGENCY STATE ACTIVE DUTY SYSTEM (CaESADS)

CaESADS provide daily attendance in real time through an automated CaESADS database. The system can generate various documents with accurate or historical data. Personnel at various levels within CNG are assigned permissions based upon their respective functions supporting CS operations per Unit Commands.

Emergency State Active Duty (ESAD) Orders

Individual Army, Air, or CSMR members supporting emergency CS operations may require ESAD orders. The Ca ESADS validates attendance for employers and supports reimbursement for various expenses incurred while serving during CS operations. Service Member orders include the start date and end dates for each attendance record that falls within that specific pay period. Service members supporting CS operations on ESAD are shown as "Indefinite" until duty has been completed. ESAD Payrolls are processed on the 15th and last day of the month by JKHQ-J8.

Personnel Accountability Codes

The unit daily attendance clerk will identify and code each service member as required, which are outlined below.

ATTENDANCE CODES <u>NOT</u> <u>PAID</u> (Not for Pay)	Code	Definition
	3	Title 32 (System Only)
	A	AT / AAT / ADT / ST
	C	State Civil Service / Technician, Non Dual-Status ¹
	D	Title 32 (Numeric Conversion)
	G	AGR/ADSW/ADOS
	I	IDT
	K	Contractor
	N	Title 10
	P	Permanent State Active Duty
	Q	Not Present, Not Authorized Pay (J8 Code)
ATTENDANCE CODES <u>PAID</u> (For Pay)	E	Emergency State Active Duty
	M	Medical On Duty
	O	Medical Off Duty
	T	Federal Technician, Dual-Status ¹
	X	Not Present, authorized Pay (J8 Code)

¹: Must be in an approved Leave status from their regular Federal Technician Duty Days/Hours.

Figure 44 – CaESADS Personnel Accountability Codes

Type of CaESADS Reports

- Unit Strength Report
- Operation Total Report
- Leave and Earning Statement Report

DEMOB – Personnel Check-out Process Checklist

The Demobilization Plan will be adjusted and implemented with the operational/planning cycle of the incident. Guidelines contained within this type of plan will be used by the Command and General Staff in their efforts to properly release personnel and equipment from the scene with the approval of the Incident Commander. Staffing standards, work hours, overtime, and other personnel matters will be noted with this plan.

The Demobilization Checklist below provides participants with an opportunity to identify key items that must be accomplished during the demobilization process.

Demobilization Check-out Process Checklist		
General Check-out		
Preparing for Departure		General: All persons demobing from the response shall ensure that they are cleared to leave with their immediate supervisor. If onsite relief is necessary, time should be planned to accomplish that task.
		ICS 211: Each person demobilizing under the IMT or Incident Command shall ensure that the Resources Unit is aware of their departure so they can be signed out from the response via ICS form 211 and 214.
Logistics		
		Logistics: The Logistics Section Chief will ensure that lodging and other support needs are in-place for the demobilizing individual while they are returning to their headquarters. This would include transportation and other applicable issues needed to support their departure.
Equipment Return		Non-Expendable Equipment:: Non Expendable equipment shall be returned before departure. People shall not be allowed to fully demobilize without returning non-expendable property.
Transportation		Vehicles: Vehicles shall be returned prior departure. Individuals are responsible for the return of vehicles assigned to them clean and inspected.
Finance		
		Time Keeping: Each person will be responsible for insuring their time records are complete prior to departure from the incident.
Health and Safety/Medical Debrief/Critical Incident Stress Management Debrief		
Health and Safety		Health and Safety Debrief: Each person shall receive a health and safety debrief prior to departure to document any outstanding issues or concerns.
		Medical Issues: Each person with outstanding medical issues shall have them addressed prior to departure.
		Departure Rest: Each person shall ensure that they receive the proper amount of rest before departing the incident. This is especially important for those personnel driving.
After Action Report/Improvement Plan		
AAR/IP		Each individual in a leadership role will complete and submit an AAR that has a daily account of: (significant events, issues and concerns, recommendations, best practices and lessons learned.

Table 12 – Demobilization Check-out Process Checklist

AFTER ACTION REPORT / IMPROVEMENT PLAN (AAR/IP)

Correction Actions on the Fly

- ☐ Key Issues
- ☐ Policy
- ☐ Procedures
- ☐ Planning
- ☐ Organizational Leadership
- ☐ Personnel
- ☐ Communications
- ☐ Systems/Equipment
- ☐ Training/Exercise
- ☐ Best Practice
- ☐ Lessons Learned
- ☐ Significant Events

Daily Items for AAR Documentation Note:

Key leaders must routinely (every day) identify items that:

- ☐ Can be used for corrective actions on the spot or initiated by the next operational period
- ☐ Can be used for improvement.

1. After Action Report and Improvement Plan following the [_____].
2. The information gathered in this AAR/IP is classified as "For Official Use Only" and should be handled as so. This document should be handled, transmitted, and stored in accordance with appropriate directives. Reproduction of this document, in whole or in part, without prior approval from [_____] is prohibited.
3. At a minimum, the attached materials will be disseminated only for Official Use Only (FOUO) and when unattended, should be stored in a file or container or area offering sufficient protection against theft and/or inadvertent access.
4. Point of Contact:
 - Name:
 - Position:
 - Agency:
 - Address Line 1:
 - Address Line 2:
 - Phone Number:
 - E-mail Address:

Executive Summary: [Provide a brief summary of the overall, concept purpose and results of the incident response/support.]

Overview

Incident Name:	Mission #:	
Duration:	Start Date:	End Date:
Unit Assigned:		
Mission:		
Location:		
Participating Organizations:		
Number of Participants:		

Event Evaluation: The purpose of this section is to provide participants an opportunity to evaluate current response concepts, plans, and capabilities for a response to a [] event at the [Jurisdiction or Organization].

Incident Objectives

Objective 1:

Objective 2:

Objective 3:

Mission Synopsis

- Provide a chronological order of significant events of the exercise in bullet format.
- Provide a summary of what was learned during this deployment:(consider the following:
 - How well did the Plan work?
 - What were the Plans successes?
 - Describe any limitations of the Plan that were identified.
 - Describe the role played in supporting this event.
 - Describe how this event tested coordination and communications ability.
 - Describe other key issues and general lessons learned.

Analysis Mission Critical Task Performance

- Capability:
- Tasking:
- Summary of Issues:
- Analysis/Consequence:
- Recommendations:

Attachments:

A: Maps/Overlays

B: Mission Critical Support Documents

C: Other Supporting Documents

CNG EMERGENCY PROCEDURES MANUAL
CS Final After Action Report Format

OFFICE SYMBOL

DATE

MEMORANDUM FOR Office Of The Adjutant General, ATTN: CAPO-MS, 9800 Goethe Road-Post Office Box 269101, Sacramento, CA 95826-9101

SUBJECT: After-Action Report, Mission Number: _____

1. GENERAL.

- a. Type Emergency. Include location by city, county, and state.
- b. Inclusive Dates.
- c. Scope of Emergency.

2. OPERATIONS.

- a. Strength. By unit each day. Report will be in column form as follows:

Date	# of Personnel			# ANG/ # ARNG	Total # Personnel
Unit/Org	OFF	WO	EM		

- b. Operations Summary. Chronology of signature events in phases as follows:

- (1) Planning/alert.
- (2) Execution.
- (3) Post Operations.

- c. Communications. Types of methods.
- d. Training. Conducted prior to conducting the operation.

3. ADMINISTRATION.

- a. Public Affairs.
- b. Special Services.
- c. Morale and Discipline
- d. National Guard injuries or casualties.

4. LOGISTICS.

- a. List equipment used by type, model, bumper/admin no., miles/hours used and repair parts used.
- b. List all FLIPLs/ State Surveys initiated.
- c. Aircraft utilization will include type and hours flown.

5. SERVICES PROVIDED.

6. COSTS.

- a. Pay.
- b. Subsistence.
- c. Housing.
- d. Transportation.
- e. Maintenance.
- f. Supplies.
- g. Equipment.
- h. Fuel and petroleum.
- i. Funds paid by other state agencies.
- j. Reimbursable cost.

7. PROBLEM AREAS.

- a. Personnel.
- b. Intelligence.
- c. Operations.
- d. Organization.
- e. Training.
- f. Logistics.
- g. Communications.
- h. Material.
- i. Other.

8. LESSONS LEARNED.

9. RECOMMENDATIONS.

SIGNATURE BLOCK

TRAINING AND EXERCISE AAR/HOT WASH FORMAT

INTRODUCTION

When training and/or exercise is over, Hot Wash/AAR preparation begins when leaders and key players discuss and review objectives, purpose and sequence to ensure key issues, concerns, best practices and lessons learned are captured. This process requires a professional discussion of the events, situation, issues, policies and procedures that focused on sustaining strengths, improving weaknesses and identifying gaps throughout the process. The Hot Wash/AAR is a tool to get maximum benefit from every response or critical task by providing:

- A dynamic, candid, professional discussion about the training or exercise which focuses on unit and individual performance for the tasks being trained or core capabilities evaluated.
- Insights about the training or about the exercise which focuses on unit and individual performance for the tasks being trained or core capabilities evaluated.
- Individual observations, or opportunities to ask specific question which will help identify and correct deficiencies or maintain strengths.
- Tangible insight to future critical task and objective-focused training.
- Details often lacking in evaluation reports alone.

The "Hot Wash/AAR" identifies how to improve individual, team or unit performance. In addition, the process identifies equipment needs/shortfalls, and addresses procedural gaps within a specific training or exercise. This shared learning improves critical task proficiency and promotes team bonding and esprit de corps.

Hot Wash/AAR Format:

- ☐ Review overall objectives, priorities and commander's mission/intent (what was supposed to happen versus what actually happened - chronological order of events)
- ☐ Discuss Training/Exercise objectives/expectations
- ☐ Discuss relevant doctrine, tactics, techniques, and procedures (TTPs)
- ☐ Discuss functional support roles to improve effectiveness
- ☐ Discuss force security, protection and safety
- ☐ Discuss key issues and takeaways
- ☐ Identify best practices and lessons learned
- ☐ Closing comments (summary)

MUTUAL AID DEFINED

Mutual Aid is the voluntary sharing of personnel and resources when an agency cannot deploy, sufficiently, its own resources to respond to an unusual occurrence. Resources are then requested by the affected agency through Mutual Aid, which is a recognized system established by the Master Mutual Aid Agreement and Emergency Services Act. This cooperative system may be executed on a local, countywide, regional, statewide, and interstate basis. The state has been divided into seven Mutual Aid regions to more effectively apply, administer and coordinate mutual aid. Mutual Aid can become mandatory at the option of the Governor and generally, there is no reimbursement for providing mutual aid.

Authorities

The California Law Enforcement Mutual Aid System and Plan derives its authority from the CA Emergency Services Act (Govt. Code §8550, §8569, §8615-8619, §8632, §8668) and the Master Mutual Aid Agreement.

Mutual Aid Process

Local – Chief of Police determines unusual event is beyond department resources, requests mutual aid assistance from Sheriff.

County(Operational Area) – If event is beyond the resource capability of Sheriff's Office and other in-county law enforcement resources, the Sheriff requests mutual aid from the Regional Mutual Aid Coordinator.

Region – A Sheriff in the region, who is designated as the "Regional Mutual Aid Coordinator" fulfills mutual aid request from other Operational Areas and their respective law enforcement resources.

State – If the law enforcement resources within the impacted region are not sufficient, the MAC Regional Coordinator requests additional mutual aid assistance from the State Mutual Aid Coordinator. Other mutual aid regions may be called upon to assist.

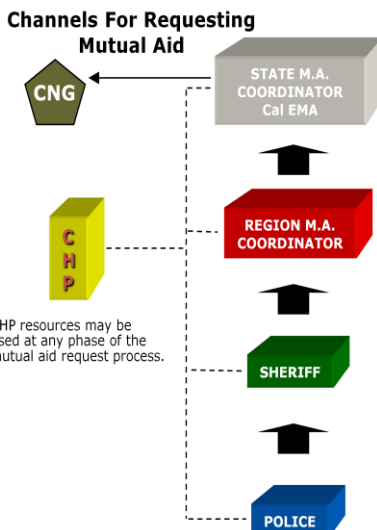


Figure 46 – Channels for Requesting Mutual Aid

Mutual Aid Considerations

- ★ A State declaration of emergency is not necessary to request and provide mutual aid.
- ★ Use of National Guard resources for law enforcement mutual aid requires an order by the Governor. National Guard resources are to be used *only* when local and state law enforcement resources are committed to the maximum extent possible.
- ★ No jurisdiction is required to unnecessarily deplete their own personnel, equipment, and capabilities in order to provide mutual aid. It is generally accepted that a reasonable response to a mutual aid request can consist of up to 50% of available on-duty uniformed officers.
- ★ The agency receiving mutual aid is responsible for the care, feeding, and shelter of the responding mutual aid resources.
- ★ Planned and scheduled community events do not meet the criteria for mutual aid and therefore, should include costs for additional public safety if required. However, mutual aid may be necessary in extraordinary situations.
- ★ Mutual aid reimbursement costs *may* be applicable under state and federal disaster declarations. Otherwise, all mutual aid costs are the responsibility of individual agencies participating.
- ★ Cal EMA may assign mission numbers to mutual aid events in order to track and coordinate resources and for potential liability or financial purposes.
- ★ Out-of state mutual aid is coordinated through Cal EMA and the Emergency Management Assistance Compact (EMAC) unless already specified in other interstate agreements and MOUs.
- ★ Other state law enforcement agencies can be tasked to assist in providing mutual aid.

CALIFORNIA ADMINISTRATIVE AND MUTUAL AID REGIONS

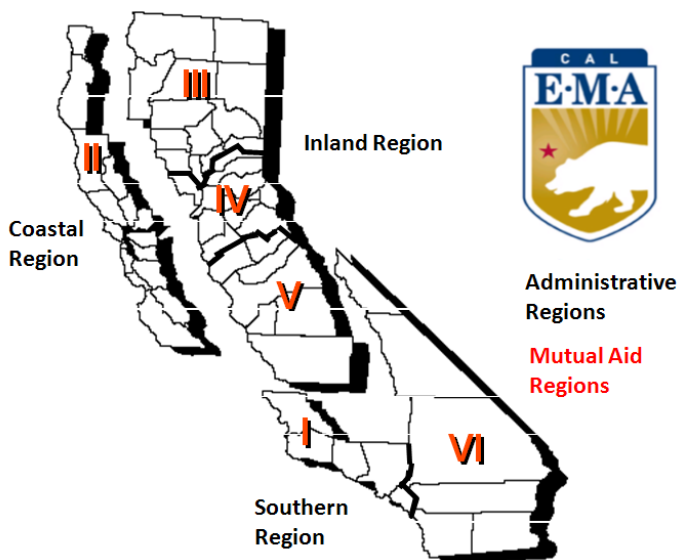


Figure 47 California Administrative and Mutual Aid Regions

Regional I - Law Enforcement Mutual Aid Coordinator

Los Angeles Sheriff Dept	(323) 526-5541
Orange County OES	(714) 628-7000
San Luis Obispo Sheriff Dept	(805) 781-4553
Santa Barbara Sheriff Dept	(805) 692-5723
Ventura Sheriff Dept	(805) 662-6588

Regional II Law Enforcement Mutual Aid Coordinators

Alameda Sheriff Dept	(510) 667-7721
Contra Costa OES	(925) 228-5000
Del Norte OES	(707) 465-9282
Humboldt Sheriff Dept	(707) 445-7251
Lake OES	(707) 263-2331
Marin County Director	(415) 499-7237
Mendocino Sheriff Dept	(707) 463-4086
Monterey OES	(831) 755-5010
Napa OES	(707) 259-8744
San Benito OES	(831) 636-4100
San Francisco OES	(415) 558-3273
San Mateo Co. Coordinator	(650) 363-4790
Santa Clara OES	(408) 299-3751
Santa Cruz OES	(831) 471-1190
Solano OES	(707) 421-7090
Sonoma OES	(707) 565-2121

Regional III Law Enforcement Mutual Aid Coordinators

Shasta Sheriff Dept	(530) 245-6502
Trinity Sheriff Dept	(530) 623-2611
Lassen Sheriff Dept	(530) 257-6121
Tehama Sheriff Dept	(530) 529-7900
Plumas Sheriff Dept	(530) 283-6300
Glenn Sheriff Dept	(530) 934-4631
Butte Sheriff Dept	(530) 538-7321
Sierra Sheriff Dept	(916) 289-3521
Colusa Sheriff Dept	(530) 458-2115
Sutter Sheriff Dept	(916) 741-7307
Yuba Sheriff Dept	(916) 741-6331
Lassen Sheriff Dept	(530) 257-6121
Modoc Sheriff Dept	(530) 233-4416
Siskiyou Sheriff Dept	(530) 841-2900

Regional IV Law Enforcement Mutual Aid Coordinators

Alpine Sheriff Dept	(530) 694-2231
Amador Sheriff Dept	(209) 223-6500
Calaveras Sheriff Dept	(209) 754-6500
El Dorado Sheriff Dept	(530) 621-6600
Nevada Sheriff Dept	(530) 265-7880
Placer Sheriff Dept	(530) 889-7870
Sacramento Sheriff Dept	(916) 875-5000
Stanislaus Sheriff Dept	(209) 552-3659
San Joaquin Sheriff Dept	(209) 468-4401
Tuolumne Sheriff Dept	(209) 533-5815
Yolo Sheriff Dept	(530) 666-8920

Regional V Law Enforcement Mutual Aid Coordinators

Fresno Sheriff Dept	(559) 488-2606
Kern Sheriff Dept	(661) 861-3110
King Sheriff Dept	(559) 584-9276
Madera Sheriff Dept	(559) 675-7769
Mariposa Sheriff Dept	(559) 966-3614
Merced Sheriff Dept	(209) 385-7444
Tulare Sheriff Dept	(559) 773-6241

Regional EOC/Fire RACC Coordinators

Southern Region EOC (REOC)	(562) 795-2900
Inland Region EOC (REOC)	(916) 845-8470
Coastal Region EOC (REOC)	(510) 286-0895
State Operations Center (SOC)	(916) 845-8911/8914
Cal State Warning Center (CSWC)	(916) 845-8911/8914
Southern Regional Fire Coord. Ctr	(951) 276-6721
Northern Regional Fire Coord. Ctr	(530) 226-2801

California Threat Assessment Center Liaison Coordinators

California Regional Threat Assessment Centers	
	Northern California Regional Intelligence Center RTAC Terrorism Liaison Branch Office 415-740-4862
	Central California Intelligence Center Sacramento County Sheriff's Department Office 916-920-2405
	Joint Regional Intelligence Center Homeland Security Intelligence Section Office 562 345-1109
	Orange County Intelligence Assessment Center TLO Program Manager Office 714-628-3015
	San Diego Regional Threat Assessment Center San Diego County Sheriff's Department Office 858-503-5613
	State Threat Assessment Center Office 916-874-1100

MILITARY LNO BATTLE RHYTHM

Standardized Emergency Management System (SEMS) EOC Operations Rhythm

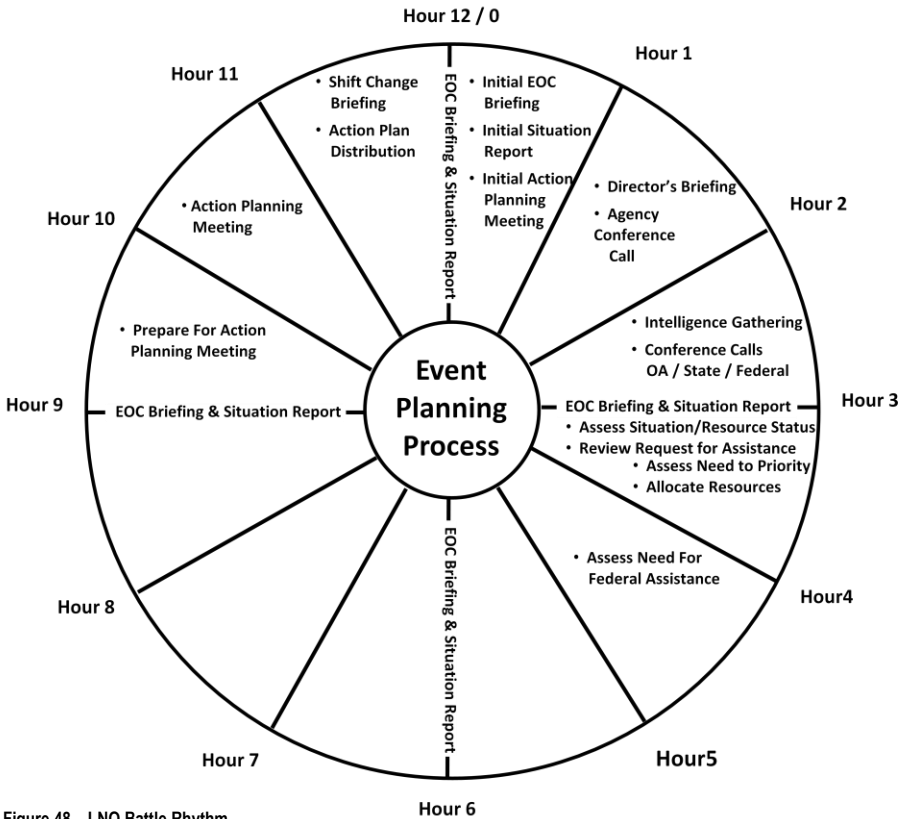


Figure 48 – LNO Battle Rhythm

Time	Description	Time	Description

Table 13 – Military LNO Synchronization Table

CNG J3 OPERATIONAL BATTLE RHYTHM

Active

Not Active

J3 Operational Battle Rhythm

TIME	EVENT	WHERE	LEAD	WHO / REVIEW	STATUS
0545	JOC Shift Change/Brief	JOC	J33	FGOD/ A and B Shift	
0545-1800	Daytime OPG convenes	J35	J35	J35, A3, G3, SAO, J6,J1,J4,J8,EPLO,JILTJ3A,J2	
0600	FRAGO Issued (Night OPG product)	J35	J35	J35, J33	
0700	Update Slides to JOC-OPS	JOC-OPS	J33	J2, J33, J1, J4	
0730	Fire / Law Conf Call	JOC	Cal EMA	J33, Battle Captain, J2, J3, J35	
0800	Publish Abbreviated BUB Slides	JOC	J33	To J-COS, Dir. Joint Division	
0845	Staff Prep for 0900 BUB to TAG	Rm137	J33	J33, J-3 XO/DC, FGOD/Battle CPT	
0900	BUB to TAG	Rm137	J3	J, G, A Staff, Special Staff, CG	
1200	J3 Staff Huddle	Rm137	J3-XO	All J3 Branch Chiefs	
1330	Commanders Update Slides Due	JOC OPS	J33	J33, FGOD	
1430	LNO Conference call	Call in	Dep J3	Dep J3, Northops, Southops, MRAG	
1445	Staff Prep for 1500 CUB to CG	Rm137	J33	J33, J-3 XO/DC, FGOD	
1500	Commanders Update Brief	Rm137	J3-XO	J, G, A Staff, Special Staff,JTF CDR, CG	
1600	J Staff and Special Staff Huddle	Rm137	J-COS	J Staff and Special Staff	
1700	Journal Reports Posted	JOC	J33	FGOD, Battle Captain	
1700	FRAGO Review	J35	J35	J35, J33, J37	
1745	JOC Shift Change/Brief	JOC	J33	FGOD/ B and A Shift	
1745-0600	Night OPG convenes	J35	J35	J35, A3, G3, SAO, J6,J1,J4,J8,EPLO,JILTJ3A,J2	
1800	FRAGO Issued (Day OPG Product)	J35	J35	J35, J33	
1800	Fire / Law Conf Call	JOC	Cal EMA	J33, Battle Captain, J2, J3, J35	
1930	Air Planning Group	Rm137	J3A	A3, J3A, SAO/G3, J2, EPLO	
2200	J3 Staff Huddle	Rm137	J3	J-3 J-3XO/DC and Branch Chiefs	
0100	Night OPG convenes	Rm137	J35	J-35 Reps from J-1,J-2,J-4,J-5,J-7,J-8	
0200-0230	DCO Room Down for Maintenance	N / A	J33	J33	
0500	Journal Reports Posted	JOC	J33	FGOD, Battle Captain	
0545	FRAGO Review	J35	J35	J35, J33, J37	

Table 14 – CNG J3 Battle Rhythm

NOT ACTIVE

TIME	EVENT	Where	LEAD	WHO/Review	
0545	JOC Shift Change/Brief	JOC	J33	FGOD/ A and B Shift	
0600	FRAGO Issued	J35	J35	J35, J33	
0700	Update Slides to JOC-OPS	JOC-OPS	J33	J2, J33, J1, J4	
0730	NORTHOPS Fire Conf Call	JOC	OES	J33, Battle Captain, J2, J3	
0800	Publish Abbreviated BUB Slides	JOC	J33	To J-COS, Dir. Joint Division	
0845	Staff Prep for 0900 BUB to TAG	Rm137	J33	J33, J-3 XO/DC, FGOD/Battle CPT	
0900	BUB to TAG	Rm137	J3	J, G, A Staff, Special Staff, CG	
1100	KM Huddle	JOC	J3/6	KM Manager	
1100	Congressional Conf Call	237	Govt Affairs	J33, Govt Affairs (Tue & Thurs)	
1100	Logistics Huddle	J4	J4	J4, ,J8, J33	
1100	NGB All States Teleconference	DC Office	NGB	J-3XO/DC (optional J33)	
1200	J3 Staff Huddle	Rm137	J3-XO	All J3 Branch Chiefs	
1330	Commanders Update Slides Due	JOC OPS	J33	J33, FGOD	
1400	Sr NCO Call	MILPO	J3 SGM	Jstaff Sr NCOs, PAO,Gvt Affairs, JAG,SMR,A3,G3	
1400	Day OPG convenes	Rm137	J35/J3A	J35, A3, G3, SAO, J6,J1,J4,,J8,EPL0,JILJT3A,J2	
1430	LNO Conference call	Call in	Dep J3	Dep J3, Northops, Southops, MRAG	
1445	Staff Prep for 1500 CUB to CG	Rm137	J33	J33, J-3 XO/DC, FGOD	
1600	Commanders Update Brief	Rm137	J3-XO	J, G, A Staff, Special Staff,JTF CDR, CG	
1600	J Staff and Special Staff Huddle	Rm137	J-COS	J Staff and Special Staff	
1700	Journal Reports Posted	JOC	J33	FGOD, Battle Captain	
1700	FRAGO Review	J35	J35	J35, J33, J37	
1745	JOC Shift Change/Brief	JOC	J33	FGOD/ B and A Shift	
1800	FRAGO Issued	J35	J35	J35, J33	
1800	NORTHOPS Fire Conf Call	JOC	OES	J33, Battle Captain, J2, J3	
1930	Air Planning Group	Rm137	J3A	A3, J3A, SAO/G3, J2, EPLO	
2200	J3 Staff Huddle	Rm137	J3	J-3 J-3XO/DC and Branch Chiefs	
0100	Night OPG convenes	Rm137	J35	J-35 Reps from J-1, J-2, J-4, J-5, J-7, J-8	
0500	Journal Reports Posted	JOC	J33	FGOD, Battle Captain	

[illegible]

Table 16 – JFHQ-CA J-Staff Emergency Operations Battle Rhythm

EDRE Checklist

IAW OPOD 3000-12-02 CNG Tier 1 Civil Support Forces are required to conduct one annual Emergency Deployment Readiness Exercise (EDRE). This exercise will test the readiness and ability of Tier 1 Forces to conduct alert, recall, assembly and deployment operations ISO Civil Authorities. The EDRE will measure their ability to generate combat power within the timelines directed by OPOD 3000-12-02

Intent: This EDRE checklist will assist CNG Tier 1 CS units to meet deployment readiness timelines IAW OPOD 3000-12-02. CST's, QRF's, and RRF's will be evaluated on their ability to achieve REDCON 1 within the time allocations IAW OPOD 3000-12-02. TRANS units will be evaluated on their ability to conduct physical link-up with supported RRF units within the time allocations IAW OPOD 3000-12-02. JTF-49 and JTF-79 will be evaluated on their ability to establish C2 and a COP within the time allocations IAW OPOD 3000-12-02.

EDRE Checklist		
No.	Description	
01	Unit Alert Notification	
02	Unit Activates Alert Roster	
03	Personnel Accountability (Bde/Bn/TF S-1)	
04	Reports Used (fill in as appropriate)	
05	Re-instate Commander's Intent all units	
06	Identify Current Conditions/Hazards (Bde/Bn S-2)	
07	S-2 communicates natural & man-made hazards to the subunits	
08	Operations/Battle Tracking (Bde/Bn/TF S-3)	
09	Unit tracks subunit movement & establishes/maintains COP	
09	Battle Tracking – use of Blue Force Tracker	
10	Bn tracking & communicating routes/route status to OBJ/ spt units	
11	Bde/Bn/TF S-4 – Submit convoy clearance requests for subunits	
12	Bde/Bn/TF S-4 tracks all classes of supply	
13	All units have DOS of MREs/Water & Sufficient Class III and V	
14	Cdr/S-6 -Unit establish adequate comm.'s with subunits & higher HQs.	
15	S-6 Provides SOI to all subunits	
16	Bn/TF sends out LNOs	
17	Bde/Bn/TF S-4 tracks maintenance issues & coordinating fixes/recovery	
18	Commander's Intent for Recovery Plan Understood by all units	
19	Closing Reports by all units (Personnel & Property Accountability)	

Table 17 – EDRE Checklist

CNG CS SRUF
CNG RUF CARD 2010-01

- 1. SELF-DEFENSE:** You may always use force (if reasonably necessary) to defend yourself. Nothing in these rules limits your right to take all necessary and reasonable action to defend yourself, your unit, and other persons in the vicinity.
- 2. DEFENSE OF OTHERS:** You may use force (if reasonably necessary) to defend other persons (military or civilian).
- 3. MINIMUM FORCE:** Use the minimum amount of force necessary to accomplish the mission or to subdue a threat.
- 4. PROPORTIONAL FORCE:** Use force that is proportional to the threat received.
- 5. DE-ESCALATION:** If time and circumstances permit, the threatening force should be warned and given the opportunity to withdraw or cease threatening actions.
- 6. ESCALATION OF FORCE:** Only if time and circumstances permit should one attempt to utilize the escalation of force process:
 - (a) SHOUT-Warnings to Stop
 - (b) SHOW-Display weapon
 - (c) SHOVE-Physically push, restrain or detain the threat
 - (d) SHOOT-If necessary to eliminate threat (center of mass)

7. DEADLY FORCE: Deadly force may be used when:

- (1) You reasonably believe that you (or someone) are in imminent danger of being killed or suffering serious bodily harm **(AND)**
- (2) You reasonably believe that the immediate use of deadly force is necessary to defend against that threat.

Imminent Threat Imminent does not necessarily mean immediate or instantaneous. Individuals with the capability to inflict death or serious bodily harm and who demonstrate intent to do so may be considered an imminent threat.

Serious Bodily Harm Significant or substantial physical injury, the serious impairment of physical condition, including, but not limited to: loss of consciousness; concussion; fracture; protracted loss or impairment of function of any bodily member/organ; a wound requiring extensive suturing; and serious disfigurement.

8. DEADLY FORCE CONSIDERATIONS: Deadly force is to be used only when all lesser means have failed or cannot be employed. Before a Soldier/Airman resorts to deadly force:

(1) Attempt to exhaust all other means of force that are readily available (restraining, detaining, and subduing); **and**

(2) Ensure that the use of deadly force does not unnecessarily risk death or serious bodily harm to innocent bystanders; **and**

(3) Have Positive Identification (PID) of your target.

9. AIM CENTER OF MASS: Discharge of a firearm is always considered deadly force. If deadly force is appropriate, aim center of mass. Shoot only to stop the threat, not to warn. Warning shots are not authorized. Blanks are not authorized.

10. PROTECTION OF PROPERTY: Absent specific authority, deadly force may not be used to protect property alone. However, certain property such as dams, nuclear facilities, military bases, critical water systems or power plants, are either inherently dangerous or critical to public safety. When posted to safeguard such property you may use up to and including deadly force to protect yourself and others while maintaining your post.

11. CHANGES TO RUF: If the mission requires, request any changes to this RUF through your chain of command.

12. COMMAND AND CONTROL: CNG personnel in support of civilian agencies shall remain under military command and control at all times.

ARMING ORDERS - Local commanders will determine which Arming Order to use based on mission requirements. Local commanders may modify arming orders depending on mission, circumstances, threat condition level, terrain, troop availability, and time

Local commanders will determine which Arming Order to use based on mission requirements. Local commanders may modify arming orders depending on mission, circumstances, threat condition level, terrain, troop availability, and time availability.

ARMING ORDER MATRIX

CNG Arming Order Matrix					
Status	Rifle	Pistol	Magazine	Chamber	Bayonet
Green	Modified Low Ready	In Holster	In Ammo Pouch	Empty	Not Fixed
Amber	Modified Low Ready	In Holster	In Weapon	Empty	Optional
Red	Modified Low Ready	In Holster	In Weapon	Locked and Loaded	Optional

Table 18 – CNG Arming Order Matrix

INCIDENT REPORTING REQUIREMENTS

Reportable Incident.

A reportable event is an actual or alleged incident defined by this regulation that warrants notification to Wing, BDE, or JFHQ because of its nature, gravity, potential for adverse publicity or adverse consequences. Reportable incidents are broken down into three categories: Incidents Serious Incident, and Commander's Critical Information Requirements. These reports are outlined as follows:

Incident Report (IR) : **Report within 24 hours of discovery or notification to Group, Wing, or Brigade HQ.**

Commanders report any incident not listed that they believe concern JFHQ as a Serious Incident Report. Utilize the considerations below as a guide.

- 1) Severity of the incident.
- 2) Potential for adverse publicity to the unit or Military Department
- 3) Potential consequences of the incident.
- 4) Whether or not the incident is reportable under other reporting systems.
- 5) Effect of the incident on readiness or the perception of readiness.

Serious Incident Report (SIR) within 12 hours of discovery or notification reportable to the JOC.

- a. **Routine.** Defined as any incident that involves theft, crime, loss of government property, accidents involving military or state owned vehicles or aircraft.
- b. **Sensitive.** Defined as any report containing information on individuals involved in the actual or alleged incident of child abuse, domestic violence, sexual assault, sexual misconduct, or behavioral health to include suicidal ideations and attempts. Sensitive incidents require special procedures in order to protect the identity of a Soldier or an Airman. These Sensitive SIRs have limited distribution. Units provide immediate telephonic notification of any Sensitive SIR to the JFHQ JOC, and then submit a CAL Form 190-40 IAW this paragraph.

Commander's Critical Information Requirement (CCIR) requires immediate notification upon discovery to the JOC who will notify the Director J3, Director Joint Staff, and the Adjutant General.

Reference: CS Pocket Guide, Page 72

Unit Actions:

1. Alert Higher Headquarters and JOC immediately via SALUTE Report.
2. Gather critical information (PIR) as needed.
3. Generate CAL Form 190-40
4. Submit 190-40 to higher headquarters and CNG Joint Operations Center (JOC) via
 - a. Email: ng.ca.caarng.mbx.joc-ops@mail.mil
 - b. FAX (916) 854-3475
5. Confirm receipt of 190-40 with JOC (916-854-3440)
6. Submit updates to higher headquarters as needed.

Critical Information:

1. **Incident Type?**(use dropdown)
2. **Location:** Where the incident occurred - be specific, use a street address, common name of a facility, description of the area, Lat/Long, etc
3. **Incident date and time group:** (Format: DD Time/MMMYY)
4. **Personnel Involved: (Duty Status)**
5. **Unit?**
6. **Incident summary?** (Who, What, When Where)

SALUTE Information:

- S:** Size (# of CNG members / civilians involved)
A: Activity (What caused the MASCAS?)
L: Location of incident
U: Uniform (Description of the incident)
T: Time of incident
E: Equipment

Link for CAL FORM 190-40:

[https://ngcaportal.ng.army.mil/sites/pos/SIRSITREP/Incident%20Report%20Files%20and%20Documents/CAL%20FORM%20190-40%20\(Versio%2001MAR10\).doc](https://ngcaportal.ng.army.mil/sites/pos/SIRSITREP/Incident%20Report%20Files%20and%20Documents/CAL%20FORM%20190-40%20(Versio%2001MAR10).doc)

CAL FORM 190-40
Incident Report Form

Submit completed form to the Joint Operation Center, JFHQ via e-mail: (ngcajoc-ops@ng.army.mil) or Fax: (916) 854-3475

Staff Duty Officer (24 hours): (916) 854-3440 / Staff Duty Officer DSN (24 hours): (312) 466-3440

IR #: [] - [] <i>(For JOC Use Only)</i>		Incident Type: []	Location (City, State): []	Incident Date Time Group: (DD Time MON YR) []	Report Received By: (Rank, Last Name / Date) [] <i>(For JOC Use Only)</i>
Personnel Involved					
Name (Last, First): []	Pay Grade: []	Duty Status: []	Social Security #: []	Unit Organization: []	
Name (Last, First): []	Pay Grade: []	Duty Status: []	Social Security #: []	Unit Organization: []	
Name (Last, First): []	Pay Grade: []	Duty Status: []	Social Security #: []	Unit Organization: []	
Vehicle Type / Aircraft Involved					
Vehicle: []	Vehicle License or Bumper # / Aircraft Tail #: []		Driver / Pilot Name (Last, First): []	Unit Organization: []	
Vehicle: []	Vehicle License or Bumper # / Aircraft Tail #: []		Driver / Pilot Name (Last, First): []	Unit Organization: []	
Civilian Vehicle Involved					
Driver's Name (Last, First): []		Driver's License #: []		Phone #: []	
Vehicle License #: []	Vehicle Make: []	Vehicle Model: []	Insurance Company: []	Policy #: []	
Agency Report					
Agency Name: []		Report Number: []	Reporting Official: []	Phone #: []	
Incident Summary					
(Ensure the summary addresses the following: who, what, when, where and a conclusion of the incident if available) []					
Reported By					
Name (Last, First): []	Pay Grade: []	Unit / Organization: []		Phone #: []	

CAL FORM 190-40 (Version 01MAR10)

Figure 49 – CAL Form 190-40

AUTHORITIES AND REFERENCES

Authorities	References
Governor's Directive	SEP – State Emergency Plan
ESAD – Cal. Military & Veterans Code (CMVC) Sections 142, 143, and 146	SEMS – Standardized Emergency Management System and FIREScope – ICS 420-1
California's ESA – Emergency Services Act	CSMACS Guidance
OTAG Memo – Delegation of Authority CS	CNG Emergency Procedures Manual
Presidential Directive	CNG CS Planning SOP
Congressional Declaration of War,	CNG Emergency Procedures Manual
SECDEF Order	CNG OPLAN 3000-10-1
Insurrection Act	CMG CMD CS OPNS OPLAN 3000-11-1
Stafford Act	CNG OPOD 3000-11-02
Economy Act	CNG MRAG SOP
Posse Comitatus Act	CNG CS Collective Training Pamphlet
Title 32 - USC § 502(f)	Cal Inter-Agency Military Helicopter Policy
Title 10 - 10 USC § 12301, 12302, 12304, 12301(d), 10 USC § 331	CNG/CDF MOU DoD PAM 5240.1-R (Intelligence Components)
U.S. Constitution; Ten Amendment, Article 1 Sec. 8 Clause 16	EMAC Operations Manual California Gov.'s Executive Order S-2-05
Presidential Declaration - Nation Emergency Declaration (In re Debs, 158 U.S. 564; 50 USC §§ 1601 et seq; 6 USC USC § 466	California Gov.'s Executive Order S-3-08 Presidential Gov.'s Executive 12333 (Intel) NGB All States Memo (ESAD-P08-0001) Chief NGB Notice 1401
DoD Official's Emergency Authority (Title 32, CFR, Section 215.4©(1)(i); DoDD 3025.12; DoDD 3025.1; and DoDD 5525.5)	NGB Domestic Operations Manual NGR 500-1/ANGI 10-8101, NGDO NGR 500-1/ANGI 10-8101, CN ANG Supl 1
Title 32 CFR, Part 501 (martial law)	NGR 500-2/ANGI 10-801, NG CD Support
Title 10 USC, Sec. 371-379 (LEA statute)	NGB 500-3/ANGI 10-2503, WMD CST Mgmt
Title 10 USC §§ 331-334, § 12406, Title 50 USC §§ 205-226, Articles I, II, and IV of the Constitution, DoDD 3025.12	NGB 500-4/ANGI 10-2504 NG CBRNE REM NGB 500-5/ANGI 10-8101, NG DLEO DoDD 5105.83
	JOINT PUB 1-0
	JOINT PUB 3-38
	CJCS DSCA EXORD
	JOINT PUB 3.08
	JOINT PUB 3.57
	ADP 3-28
	FM 3-28
	HSPD - 5
	HSPD-8

Table 19 – Authorities and References

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APPENDIX A

GLOSSARY OF KEY TERMS

Accessible: Having the legally required features and/or qualities that ensure easy entrance, participation, and usability of places, programs, services, and activities by individuals with a wide variety of disabilities.

Activation: 1) Initial activation of an EOC may be accomplished by a designated official of the emergency response agency that implements SEMS as appropriate to accomplish the agency's role in response to the emergency. 2) An event in the sequence of events normally experienced during most emergencies.

After-Action Report (AAR): A report that examines response actions, application of SEMS, modifications to plans and procedures, training needs and recovery activities. After action reports are required under SEMS after any emergency that requires a declaration of an emergency. Reports must be submitted within 90 days to Cal EMA.

Agency: A division of government with a specific function offering a particular kind of assistance. In the Incident Command System (ICS), agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private sector organizations may be included. Additionally, Non-Governmental Organizations (NGOs) may be included to provide support.

Agency Administrator/Executive: The official responsible for administering policy for an agency or jurisdiction. An Agency Administrator/Executive (or other public official with jurisdictional responsibility for the incident) usually makes the decision to establish an Area Command.

Agency Dispatch: The agency or jurisdictional facility from which resources are sent to incidents.

Agency Representative: A person assigned by a primary, assisting, or cooperating Federal, State, tribal, or local government agency, or nongovernmental or private organization, that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

All-Hazards: Any incident, natural or manmade, that warrants action to protect life, property, environment, public health or safety to minimize disruptions of government, social, or economic activities.

Allocated Resource: Resource dispatched to an incident.

Area Command: An organization established to oversee the management of multiple incidents that are each being handled by a separate Incident Command System organization or to oversee the management of a very large or evolving incident that has multiple Incident Management Teams engaged. An Agency Administrator/Executive or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an Area Command. An Area Command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations.

Assessment: The process of acquiring, collecting, processing, examining, analyzing, evaluating, monitoring, and interpreting the data, information, evidence, objects, measurements, images, sound, etc., whether tangible or intangible, to provide a basis for decision making.

Assigned Resource: Resource checked in and assigned work tasks on an incident.

Assignment: Task given to a personnel resource to perform within a given operational period that is based on operational objectives defined in the Incident Action Plan.

Assistant: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to Unit Leaders.

Available Resource: Resource assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Barging: The assignment of physical incident-specific credentials to establish legitimacy and limit access to various incident sites.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief and the Division or Group in the Operations Section, and between the Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

California Disaster and Civil Defense Master Mutual Aid Agreement (MMAA): An agreement entered into by and between the State of California, its various departments and agencies and the various political subdivisions, municipal corporations and public agencies of the State of California to assist each other by providing resources during an emergency. Mutual Aid occurs when two or more parties agree to furnish resources and facilities and to render services to each other in response to any type of disaster or emergency.

California Emergency Functions (CA-EF): The California Emergency Functions are a grouping of state agencies, departments and other stakeholders with similar functional activities/responsibilities whose responsibilities lend to improving the state's ability to collaboratively prepare for, effectively mitigate, cohesively respond to and rapidly recover from any emergency. California Emergency Functions unify a broad-spectrum of stakeholders with various capabilities, resources and authorities to improve collaboration and coordination for a particular discipline. They also provide a framework for the state government to support regional and community stakeholder collaboration and coordination at all levels of government and across overlapping jurisdictional boundaries.

California Emergency Services Act (ESA): An Act within the California Government Code to insure that preparations within the state will be adequate to deal with natural, manmade, or war caused emergencies which result in conditions of disaster or in extreme peril to life, property and the natural resources of the state and generally to protect the health and safety and preserve the lives and property of the people of the state.

California Statewide Multi-Agency Coordination System: The Multi-Agency Coordination System (MAC System) is one of the four pillars of California's Standardized Emergency Management System (SEMS), which are the Incident Command System (ICS), multi-agency coordination system, the Master Mutual Aid system, and the operational area concept (all listed in the Emergency Services Act, Section 8607).

Catastrophe: Any natural or manmade incident, including terrorism that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions.

Check-In: The process through which resources first report to an incident. All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.

Chief: The Incident Command System title for individuals responsible for the management of functional Sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established as a separate Section).

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command/Management: Command is responsible for the directing, ordering, and/or controlling of resources at the field response level. Management is responsible for overall emergency policy and coordination at the SEMS EOC levels.

Command Staff: The Command Staff at the SEMS Field Level typically consists of the Information Officer, Safety Officer and Liaison Officer. They report directly to the Incident Commander. These officers are also found at the EOC levels in SEMS and they report directly to the EOC Director and comprise the Management Staff. Command Staff They may have an assistant or assistants, as needed.

Common Operational Picture: An overview of an incident by all relevant parties that provides incident information enabling the Incident Commander/Unified Command and any supporting agencies and organizations to make effective, consistent, and timely decisions.

Common Terminology: Normally used words and phrases-avoids the use of different words/phrases for same concepts, promotes consistency, and allows diverse incident management and support organizations to work together across a wide variety of incident management functions and hazard scenarios.

Communications: Process of transmitting information through verbal, written, or symbolic means.

Communications/Dispatch Center: Agency or interagency dispatch centers, 911 call centers, emergency control or command dispatch centers, or any naming convention given to the facility and staff that handles emergency calls from the public and communicate with emergency management/response personnel. The center can serve as a primary coordination and support element of the Multiagency Coordination (MAC) System(s) for an incident until other elements of the MAC System are formally established.

Complex: Two or more individual incidents located in the same general area and assigned to a single Incident Commander or to a Unified Command.

Cooperating Agency: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

Coordinate: To advance an analysis and exchange of information systematically among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Continuity of Government (COG): Activities that address the continuance of constitutional governance. COG planning aims to preserve and/or reconstitute the institution of government and ensure that a department or agency's constitutional, legislative, and/or administrative responsibilities are maintained. This is accomplished through succession of leadership, the pre-delegation of emergency authority and active command and control during response and recovery operations.

Continuity of Operations (COOP): Planning should be instituted (including all levels of government) across the private sector and non-governmental organizations as appropriate, to ensure the continued performance of core capabilities and/or critical government operations during any potential incident.

Coordination: The process of systematically analyzing a situation, developing relevant information and informing appropriate command authority of viable alternatives for selection of the most effective combination of available resources to meet specific objectives. The coordination process (which can be either intra-or inter-agency) does not involve dispatch actions. However, personnel responsible for coordination may perform command or dispatch functions within the limits established by specific agency delegations, procedures, legal authority, etc. Multiagency or Interagency coordination is found at all SEMS levels.

Coordination Center: Term used to describe any facility that is employed for the coordination of agency or jurisdictional resources in support of one or more incidents.

Corrective Actions: Implementing procedures that are based on lessons learned from actual incidents or from training and exercises.

Cost Unit: Functional unit within the Finance/Administration Section responsible for tracking costs, analyzing cost data, making cost estimates and recommending cost-saving measures.

Credentialing: The authentication and verification of the certification and identity of designated incident managers and emergency responders.

Critical Infrastructure: Assets, systems, and networks, whether physical or virtual, so vital to the United States that the incapacitation or destruction of such assets, systems, or networks would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

Critical Infrastructure Protection (CIP): Risk management actions intended to prevent a threat from attempting to, or succeeding at, destroying or incapacitating critical infrastructures. Critical infrastructures are those systems and assets so vital to the Nation that their incapacity or destruction would have a debilitating impact on national security, national economic security, and/or national public health or safety.

Cyber Threat: An act or threat that poses potentially devastating disruptions to critical infrastructure, including essential communications such as voice, email and Internet connectivity

Cyber Security: The protection of data and systems in networks that are connected to the internet, including measures to protect critical infrastructure services. These services may include essential communications such as voice, email and internet connectivity.

Delegation of Authority – Specifies who is authorized to act on behalf of the agency or department head and other key officials for specific purposes.

Demobilization: The orderly, safe and efficient return of an incident resource to its original location and status.

Department Operations Center (DOC): An Emergency Operations Center (EOC), specific to a single department or agency. Their focus is on internal agency incident management and response. They are often linked to and, in most cases, are physically represented in a combined agency EOC by authorized agent(s) for the department or agency.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or to perform a specific task. In some cases a deputy can act as relief for a superior, and therefore must be fully qualified in the position. Deputies generally can be assigned to the Incident Commander, General Staff, and Branch Directors.

Devolution: The capability to transfer the authority and responsibility for essential functions from an agency's primary operating staff and facilities to other employees and facilities, and to sustain that operational capability for an extended period.

Director: The Incident Command System title for individuals responsible for supervision of a Branch.

Disaster: A sudden calamitous emergency event bringing great damage loss or destruction.

Dispatch: The ordered movement of a resource or resources to an assigned operational mission, or an administrative move from one location to another.

Disaster Service Worker: Per California Government Code, Section 3100, all public employees are declared to be Disaster Service Workers (DSW) subject to such disaster service activities as may be assigned to them by their superiors or by law.

Division: The organizational level having responsibility for operations within a defined geographic area. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Section Chief. A Division is located within the ICS organization between the Branch and resources in the Operations Section.

Documentation Unit: Functional unit within the Planning/Intelligence Section responsible for collecting, distributing, recording and safeguarding all documents relevant to an incident or within an EOC.

Emergency: Any incident(s), whether natural or manmade, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, federal assistance is needed to supplement state and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Alert System (EAS): EAS is a national public warning system that requires broadcasters, cable television systems, wireless cable systems, satellite digital audio radio services (SDARS) providers, and direct broadcast satellite (DBS) providers to provide the communications capability to the President to address the American public during a national emergency. The system may also be used by state and local authorities to deliver important emergency information, such as AMBER alerts and weather information targeted to specific areas.

Emergency Management Assistance Compact (EMAC): A congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected state can request and receive assistance from other member states quickly and efficiently, resolving two key issues upfront: liability and reimbursement.

Emergency Management/Response Personnel: Includes Federal, State, territorial, tribal, sub-state regional, and local governments, NGOs, private sector-organizations, critical infrastructure owners and operators, and all other organizations and individuals who assume an emergency management role. (Also known as emergency responder.)

Emergency Management Community: The stakeholders in emergency response in California including the residents of California, the private sector and federal, state, local and tribal governments.

Emergency Operating Records – Records that support the execution of an agency's essential or mission critical business functions, such as plans and directives, lines of succession, delegations of authority, and references for performing essential or mission critical business functions.

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. An EOC may be organized by major functional disciplines (e.g., fire, law enforcement and medical services), by jurisdiction (e.g., federal, state, regional, tribal, city, county), or some combination thereof.

Emergency Operations Plan: The ongoing plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Public Information: Information that is disseminated primarily in anticipation of or during an emergency. In addition to providing situational information to the public, it frequently provides directive actions required to be taken by the general public.

Emergency Resource Directory (ERD): A directory containing information on agency or organization personnel emergency certifications and qualifications and vendor and support organization supplies, equipment, etc. that may be needed during an emergency. Supplies and

equipment can include such items as potable water tenders, portable toilets, heavy equipment, prepared meals, bulk foodstuffs, cots, rental office trailers, etc.

To the extent possible and when appropriate, equipment should be typed by capability according to a common and accepted typing schematic. Emergency resource directories should only include those items likely to be needed by the preparing agency or organization in the performance of their duties and should not attempt to include everything that may be needed in any emergency.

Emergency Response Agency: Any organization responding to an emergency, or providing mutual aid support to such an organization, whether in the field, at the scene of an incident, or to an operations center.

Emergency Response Personnel: Personnel affiliated with or sponsored by emergency response agencies.

EOC Action Plan: The plan developed at SEMS EOC levels, which contains objectives, actions to be taken, assignments and supporting information for the next operational period.

Essential Functions: Functions that enable the agency or department, on behalf of the state, to provide vital services, exercise civil authority, maintain the safety and well being of the general populace, and sustain the industrial/economic base in an emergency.

Essential Resources: Resources that support the agency or department's ability to provide vital services, exercise civil authority, maintain the safety and well being of the general populace, and sustain the industrial/ economic base in an emergency.

Essential Facilities: Police, fire, emergency operations centers, schools, medical facilities and other resources that have a role in an effective and coordinated emergency response.

Executive Agent: A term used to indicate a delegation of authority by a superior to a subordinate to act on behalf of the superior. An executive agent may be limited to providing only administration and support or coordinating common functions, or it may be delegated authority, direction, and control over specified resources for specified purposes.

Evacuation: Organized, phased and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas and their reception and care in safe areas.

Federal: Of or pertaining to the federal government of the United States of America.

Finance/Administration Section: The section responsible for all administrative and financial considerations surrounding an incident or EOC activation.

Function: Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics and Finance/Administration. The same five functions are also found at all SEMS EOC Levels. At the EOC, the term Management replaces Command. The term function is also used when

describing the activity involved, (e.g. the planning function). A sixth function, Intelligence/ Investigations, may be established, if required, to meet emergency management needs.

Fusion Center: A central repository of information and analysis that works with local, regional, state and federal law enforcement, as well as the public and private sector. It collects and analyzes information to produce and disseminate actionable intelligence to support decision makers and operational personnel.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An Intelligence/ Investigations Chief may be established, if required, to meet incident management needs.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section. See **Division**.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Incident: An occurrence or event, natural or manmade that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wild-land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war related disasters, public health and medical emergencies and other occurrences requiring an emergency response.

Incident Action Plan (IAP): An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods. At the SEMS EOC level it is called the EOC Action Plan.

Incident Base: The location at which primary Logistics functions for an incident are coordinated and administered. There is only one base per incident. (Incident name or other designator will be added to the term base.) The Incident Command Post may be co-located with the Base.

Incident Command: Responsible for overall management of the incident and consists of the Incident Commander, either single or Unified Command or any assigned supporting staff.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has

overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Command Post (ICP): The field location where the primary functions are performed. The ICP may be co-located with the incident base or other incident facilities.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Management: The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

Incident Management Team (IMT): An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining "type," or level, of IMT.

Incident Objectives: Statements of guidance and direction needed to select appropriate strategy(ies) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Information: Pieces of raw, unanalyzed data that identifies persons, evidence, events; or illustrates processes that specify the occurrence of an event. May be objective or subjective and is intended for both internal analysis and external (news media) application. Information is the "currency" that produces intelligence

Information Management: The collection, organization, and control over the structure, processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information.

Intelligence: Product of an analytical process that evaluates information collected from diverse sources, integrates the relevant information into a cohesive package and produces a conclusion or

estimate. Information must be real, accurate and verified before it becomes intelligence for planning purposes. Intelligence relates to the specific details involving the activities of an incident or EOC and current and expected conditions and how they affect the actions taken to achieve operational period objectives. Intelligence is an aspect of information. Intelligence is primarily intended for internal use and not for public dissemination.

Intelligence/Investigations: Intelligence gathered within the Intelligence/Investigations function is information that either leads to the detection, prevention, apprehension and prosecution of criminal activities (or the individual(s) involved) including terrorist incidents or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins. This is different from the normal operational and situational intelligence gathered and reported by the Planning Section.

Interoperability: Allows emergency management/response personnel and their affiliated organizations to communicate within and across agencies and jurisdictions via radio, phone/voice, data, VTC or video-on-demand, in real-time, when needed and when authorized.

Job Aid: Checklist or other visual aid intended to ensure that specific steps of completing a task or assignment are accomplished.

Joint Field Office (JFO): The primary Federal incident management field structure. The JFO is a temporary Federal facility that provides a central location for the coordination of Federal, State, tribal, and local governments and private-sector and nongovernmental organizations with primary responsibility for response and recovery. The JFO structure is organized, staffed, and managed in a manner consistent with National Incident Management System principles. Although the JFO uses an Incident Command System structure, the JFO does not manage on-scene operations. Instead, the JFO focuses on providing support to on-scene efforts and conducting broader support operations that may extend beyond the incident site.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officers from all participating agencies should co-locate at the JIC.

Joint Information System (JIS): A structure that integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander (IC); advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Joint Reception, Staging and Onward Integration (JRSOI): RSOI is an integral part of the total origin-to-destination transportation and logistics infrastructure. CNG uses this for planning and providing common logistics support for all joint forces in regional CS operations.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction related to their legal responsibilities and authority at an incident. Jurisdictional authority at an incident can be political or geographical (e.g., federal, state, tribal and local boundary lines) or functional (e.g., law enforcement, public health).

Key Resources: Any publicly or privately controlled resources essential to the minimal operations of the economy and government.

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer: A member of the Command Staff (Management Staff at the SEMS EOC Levels) responsible for coordinating with representatives from cooperating and assisting agencies or organizations. At SEMS EOC Levels, this position reports directly to the EOC Director and coordinates the initial entry of Agency Representatives into the EOC and provides guidance and support for them as required.

Lines of Succession: The order in which individuals are expected to succeed one another. Providing for the assumption of senior agency offices and other key positions during an emergency in the event that any of those officials are unavailable to execute their legal and/or essential duties.

Local Government: According to federal code 30 a county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under state law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal entity, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity.

Logistics: The process and procedure for providing resources and other services to support incident management.

Logistics Section: The Incident Command System Section responsible for providing facilities, services, and material support for the incident. This function exists in an EOC under SEMS/NIMS.

Manager: Individual within an Incident Command System organizational unit who is assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

Mission Critical Resources: The minimum resource requirements needed to perform or restore an agency's essential or mission critical business functions. Critical resources could include facilities,

communication systems, personnel, vital records and databases, vital systems and equipment, key vendors, and other government agencies.

Mission Critical Systems: Information Technology equipment essential to supporting the execution of an agency's essential or mission critical business functions, including hardware, software, networking components, etc.

Mitigation: Provides a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

Mobilization: The process and procedures used by all organizations - federal, state, tribal and local-for activating, assembling and transporting all resources that have been requested to respond to or support an incident.

Mobilization Center: An off-emergency location where emergency services personnel and equipment may be temporarily located, pending assignment to emergencies, release, or reassignment.

Multiagency or Inter-Agency Coordination: The participation of agencies and disciplines involved at any level of the SEMS organization working together in a coordinated effort to facilitate decisions for overall emergency response activities, including the sharing of critical resources and the prioritization of incidents.

Multiagency Coordination (MAC) Group: A group of administrators or executives, or their appointed representatives, who are typically authorized to commit agency resources and funds. A MAC Group can provide coordinated decision making and resource allocation among cooperating agencies, and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities. MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined by the Multiagency Coordination System.

Multiagency Coordination System (MACS): Multi-Agency Coordination System provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration and information coordination. The elements of Multi-Agency Coordination System include facilities, equipment, personnel, procedures and communications. Two of the most commonly used elements are EOC and MAC Groups. These systems assist agencies and organizations responding to an incident.

Multijurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents will be managed under Unified Command.

Mutual Aid Agreements and/or Assistance Agreements: Written or oral agreements between and among agencies/organizations and/or jurisdictions that provide a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

Mutual Aid Coordinator: An individual at local government, Operational Area, Region or State Level that is responsible with coordinating the process of requesting, obtaining, processing and using mutual aid resources. Mutual Aid Coordinator duties will vary depending upon the mutual aid system.

Mutual Aid Region: A Mutual Aid Region is a subdivision of Cal EMA established to assist in the coordination of mutual aid and other emergency operations within a geographical area of the state, consisting of two or more Operational Areas.

National: Of a nationwide character, including the federal, state, tribal and local aspects of governance and policy.

National Incident Management System (NIMS): Provides a systematic, proactive approach guiding government agencies at all levels, the private sector and non-governmental organizations to work seamlessly to prevent, protect against, respond to, recover from and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

National Response Framework (NRF): A guide to how the nation conducts all-hazards incident management.

Non-governmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross. NGOs, including voluntary and faith-based groups, provide relief services to sustain life, reduce physical and emotional distress, and promote the recovery of disaster victims. Often these groups provide specialized services that help individuals with disabilities. NGOs and voluntary organizations play a major role in assisting emergency managers before, during, and after an emergency.

Officer: 1) The ICS title for the personnel responsible for the Command Staff (Management Staff at EOC) positions of Safety, Liaison and Public Information. 2) One who holds an office or post; especially one elected or appointed to a position of authority or trust in a corporation, government, institution, etc.

Operational Area (OA): An intermediate level of the state emergency organization, consisting of a county and all other political subdivisions within the geographical boundaries of the county.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually they last 12-24 hours.

Operations Plan (OPLAN): A plan developed by and for each Federal department or agency describing detailed resource, personnel, and asset allocations necessary to support the concept of operations detailed in the Concept Plan.

Operations Section: The section responsible for all tactical incident operations and implementation of the Incident Action Plan. In ICS, it normally includes subordinate branches, divisions, and/or groups. At the SEMS EOC levels the section is responsible for the coordination of operational activities. The Operations Section at an EOC contains branches, groups or units necessary to maintain appropriate span of control.

Organization: Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, private sector, nongovernmental organizations, and the private sector.

Planning Section: The section responsible for the collection, evaluation and dissemination of operational information related to the incident or EOC activities and for the preparation and documentation of the IAP or EOC Action Plan respectively. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident or EOC activation.

Policy Group: A group comprised of the Chief Elected Official(s) or designee(s), and other senior government officials. The Policy Group focuses on the overarching strategy the jurisdiction needs to follow during the response. This overarching strategy includes the overall response priorities, continuity of operations, policy setting, and other strategies beyond the scope of the strategy developed by the Incident Commander at the scene. Decisions made by the Policy Group are implemented by the EOC Manager and/or Incident Commanders. The Policy Group may include Agency Administrators (AAs) or the AA's may report to the Policy Group.

Political Subdivisions: Includes any city, city and county, county, tax or assessment district, or other legally authorized local governmental entity with jurisdictional boundaries.

Portability: An approach that facilitates the interaction of systems that are normally distinct. Portability of radio technologies, protocols, and frequencies among emergency management/response personnel will allow for the successful and efficient integration, transport, and deployment of communications systems when necessary. Portability includes the standardized assignment of radio channels across jurisdictions, which allows responders to participate in an incident outside their jurisdiction and still use familiar equipment.

Preparedness: A continuous cycle of planning, organizing, training, equipping, exercising, evaluating and taking corrective action in an effort to ensure effective coordination during incident response. Within NIMS, preparedness focuses on the following elements: planning, procedures and protocols, training and exercises, personnel qualification and certification and equipment certification.

Preparedness Organization: An organization that provides coordination for emergency management and incident response activities before a potential incident. These organizations range from groups of individuals to small committees to large standing organizations that represent a wide variety of committees, planning groups, and other organizations (e.g., Citizen Corps, Local Emergency Planning Committees, and Critical Infrastructure Sector Coordinating Councils).

Pre-Positioned Resources: Resources moved to an area near the expected incident site in response to anticipated resource needs

Prevention: Actions taken to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Priority Classifications: The act or process of classifying actions, operations, or tasks to specific groups or categories according to established criteria, such as precedence or merit of attention before competing alternatives.

Private Sector: Organizations and entities that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry.

Protocols: Sets of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

Public Information: Processes, procedures and systems for communicating timely, accurate and accessible information on the incident's cause, size and current situation; resources committed; and other matters of general interest to the public, responders and additional stakeholders (both directly affected and indirectly affected).

Public Information Officer (PIO): A member of the Command Staff (Management Staff at the SEMS EOC Levels) responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.

Ranking: The prioritization of incidents based on their established rating score. The MACS 430 Form is used to score and rank incidents from highest to lowest as listed the MACS 429 Form. Where multiple incidents receive the highest rating score, the MAC Group weighs each category to establish the final ranking. Life safety scores are paramount in the ranking process.

Rating: The scoring system used on the MACS 429 Form to indicate the degree of urgency based on the situation status for life safety, property threatened, and potential for loss and complexity. Ratings can be compared by category, such as life safety in incident one vs. life safety in incident two, or cumulatively among all four categories. Each category is averaged and added for a maximum score of 20 points.

Recovery: The development, coordination and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, and nongovernmental and public assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

Recovery Plan: A plan developed to restore the affected area or community.

Recovery Time Objective (RTO): RTO is the duration of time and a service level within which a business process must be restored after a disaster (or disruption) in order to avoid unacceptable consequences associated with business resumption.

Region Emergency Operations Center (REOC): Facilities found at Cal EMA Administrative Regions. REOC provide centralized coordination of resources among Operational Areas within their respective regions and between the Operational Areas and the State Level.

Reimbursement: Provides a mechanism to recoup funds expended for incident-specific activities.

Resource Management: Efficient emergency management and incident response requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under NIMS includes mutual aid agreements and assistance agreements; the use of special federal, state, tribal and local teams; and resource mobilization protocols.

Resources: Personnel, major items of equipment, supplies and/or facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property and meet basic human needs. Response also includes the execution of EOP and of mitigation activities designed to limit the loss of life, personal

injury, property damage and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity and apprehending actual perpetrators and bringing them to justice.

Resource Management: A system for identifying available resources at all jurisdictional levels to enable timely, efficient, and unimpeded access to the resources needed to prepare for, respond to, or recover from an incident. Resource management under the National Incident Management System includes mutual aid agreements and assistance agreements; the use of special Federal, State, tribal, and local teams; and resource mobilization protocols.

Resource Tracking: A standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their associated organizations.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an Emergency Operations Center.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into the nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

Response Personnel: Includes federal, state, territorial, tribal, sub-state regional and local governments, private sector organizations, critical infrastructure owners and operators, NGO and all other organizations and individuals who assume an emergency management role. Also known as an Emergency Responder.

Safety Officer: A member of the Command Staff (Management Staff at the SEMS EOC Levels) responsible for monitoring incident operations and advising the IC on all matters relating to operational safety, including the health and safety of emergency responder personnel. The Safety Officer may have assistants.

Section: 1) The organizational level having responsibility for a major functional area of incident or EOC Management, (e.g. Operations, Planning, Logistics, Finance/Administration) and Intelligence/Investigations (if established). The section is organizationally situated between the branch and the Incident Command. 2) A separate part or division as: **a.** A portion of a book, treatise, or writing. **b.** A subdivision of a chapter. **c.** A division of law.

Short-Term Recovery: A process of recovery that is immediate and overlaps with response. It includes such actions as providing essential public health and safety services, restoring interrupted utilities and other essential services, reestablishing transportation routes, and providing food and shelter for those displaced by a disaster. Although called "short term," some of these activities may last for weeks.

Situational Awareness: The ability to identify, process, and comprehend the critical elements of information about an incident.

Situation Report: Often contain confirmed or verified information regarding the specific details relating to the incident.

Span of Control: The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (Under NIMS, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5.)

Special District: A unit of local government (other than a city, county, or city and county) with authority or responsibility to own, operate and maintain systems, programs, services, or projects (as defined in California Code of Regulations (CCR) Section 2900(s) for purposes of natural disaster assistance. This may include a Joint Powers Authority established under Section 6500 et. seq. of the CCR.

Stafford Act: The Robert T. Stafford Disaster Relief and Emergency Assistance Act establishes the programs and processes for the federal government to provide disaster and emergency assistance to states, local governments, tribal nations, individuals and qualified private nonprofit organizations. The provisions of the Stafford Act cover all-hazards including natural disasters and terrorist events. Relevant provisions of the Stafford Act include a process for Governors to request federal disaster and emergency assistance from the President. The President may declare a major disaster or emergency.

Staging Area: Established on an incident for the temporary location of available resources. A Staging Area can be any location on an incident in which personnel, supplies and equipment can be temporarily housed or parked while awaiting operational assignment.

Standard Operating Procedure (SOP): Complete reference document or an operations manual that provides the purpose, authorities, duration and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

Standardized Emergency Management System (SEMS): A system required by California Government Code and established by regulations for managing response to multiagency and multijurisdictional emergencies in California. SEMS consists of five organizational levels, which are activated as necessary: Field response, Local Government, Operational Area, Region and State.

Standardized Emergency Management System (SEMS) Guidelines: The SEMS guidelines are intended to assist those responsible for planning, implementing and participating in SEMS.

Standardized Emergency Management System (SEMS) Regulations: Regulations establishing the Standardized Emergency Management System (SEMS) based upon the Incident Command System (ICS) adapted from the system originally developed by the Firefighting Resources of California Organized for Potential Emergencies (FIRESCOPE) program including those currently in use by state agencies, the Multiagency Coordination System (MACS) as developed by FIRESCOPE program, the Operational Area concept and the Master Mutual Aid Agreement and related mutual aid systems.

State: When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Public Law 107_296, 116 Stat. 2135 (2002).

State Coordinating Officer (SCO): The individual appointed by the Governor to coordinate State disaster assistance efforts with those of the Federal Government. The SCO plays a critical role in managing the State response and recovery operations following Stafford Act declarations. The Governor of the affected State appoints the SCO, and lines of authority flow from the Governor to the SCO, following the State's policies and laws.

State Essential Functions (SEFs): The State Essential Functions (SEFs) are the foundation for continuity programs at all levels of government in California. Specifically, they represent the eleven overarching responsibilities of State government to lead and sustain vital operations and services during a crisis. Therefore, the uninterrupted continuation of the SEFs shall be the primary focus of government leadership during and in the aftermath of an emergency that adversely affects the performance of government functions.

State Operations Center (SOC): The SOC is operated by the California Emergency Management Agency at the State Level in SEMS. It is responsible for centralized coordination of state resources in support of the three Cal EMA Administrative Regional Emergency Operations Centers (REOCs). It is also responsible for providing updated situation reports to the Governor and legislature.

SOC Director: The official responsible for ensuring that the State is prepared to deal with large-scale emergencies and for coordinating the State response in any incident. This includes supporting local governments as needed or requested and coordinating assistance with other States and/or the Federal Government.

SOC MAC Group Coordination Center: The physical location at which the coordination of information and resources to support incident prioritization and resource allocation. (SOC support operations) activities normally take place. A SOC MAC Group is primarily collocated with the SOC or may use a temporary or permanently established facility. Primary purpose is to coordinate statewide resource allocation activities above the field level and prioritize the incident demands for critical or competing resources, thereby assisting the coordination of operations in the field. (See Section V, 5.4 for physical layout.)

Status Report: Information specifically related to the status of resources (e.g., the availability or assignment of resources).

Strategy: The general plan or direction selected to accomplish incident objectives.

Sub-state Region: A grouping of jurisdictions, counties, and/or localities within a State brought together for specified purposes (e.g., homeland security, education, public health), usually containing a governance structure.

Supervisor: The Incident Command System title for an individual responsible for a Division or Group.

Support Annexes: Describe how Federal departments and agencies, the private sector, volunteer organizations, and nongovernmental organizations coordinate and execute the common support processes and administrative tasks required during an incident. The actions described in the Support Annexes are not limited to particular types of events, but are overarching in nature and applicable to nearly every type of incident.

System: An integrated combination of people, equipment and processes that work in a coordinated manner to achieve a specific desired output under specific conditions.

Tactics: The deployment and directing of resources on an incident to accomplish the objectives designated by strategy.

Target Capabilities List: Defines specific capabilities that all levels of government should possess in order to respond effectively to incidents.

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

Technical Assistance: Support provided to state, tribal and local jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design or hazardous material assessments).

Technical Specialists: Personnel with special skills that can be used anywhere within the SEMS organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs and they are typically certified in their fields or professions.

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any state or other subdivision of the United States in which it occurs; and is intended to intimidate or coerce the civilian population, or influence or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Public Law 107_296, 116 Stat. 2135 (2002).

Threat: Natural or manmade occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment, and/or property (e.g., an indication of possible violence, harm, or danger).

Tools: Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities and legislative authorities.

Tribal: Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 Stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

Tribal Leader: Individual responsible for the public safety and welfare of the people of that tribe.

Type: 1) An ICS resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of incident management teams) experience and qualifications. 2) A class, kind, or group sharing one or more characteristics; category. 3) A variety or style of a particular class or kind of things.

Unified Approach: The integration of resource management, communications and information management, and command and management in order to form an effective system.

Unified Command: An ICS application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

Unified Coordination Group: Provides leadership within the Joint Field Office (JFO). The Unified Coordination Group is comprised of specified senior leaders representing State and Federal interests, and in certain circumstances tribal governments, local jurisdictions, the private sector, or nongovernmental organizations. The Unified Coordination Group typically consists of the Principal Federal Official (if designated), Federal Coordinating Officer, State Coordinating Officer, and senior officials from other entities with primary statutory or jurisdictional responsibility and significant operational responsibility for an aspect of an incident (e.g., the Senior Health Official, Department of Defense representative, or Senior Federal Law Enforcement Official if assigned). Within the Unified Coordination Group, the Federal Coordinating Officer is the primary Federal official responsible for coordinating, integrating, and synchronizing Federal response activities.

Unit: The organizational element with functional responsibility for a specific incident planning, logistics, or finance/administration activity.

Unit Leader: The individual in charge of managing Units within an Incident Command System (ICS) functional Section. The Unit can be staffed by a number of support personnel providing a wide range of services. Some of the support positions are pre-established within ICS (e.g., Base/Camp Manager), but many others will be assigned as technical specialists.

Unity of Command: Principle of management stating that each individual involved in incident operations will be assigned to only one supervisor.

Urban Search and Rescue (US&R) Task Forces: A framework for structuring local emergency services personnel into integrated disaster response task forces. The 28 National US&R Task Forces, complete with the necessary tools, equipment, skills, and techniques, can be deployed by the Federal Emergency Management Agency to assist State and local governments in rescuing victims of structural collapse incidents or to assist in other search and rescue missions.

Vital Records: The essential agency records that are needed to meet operational responsibilities under national security emergencies or other emergency or disaster conditions (emergency operating records), or to protect the legal and financial rights of the Government and those affected by Government activities (legal and financial rights records).

Volunteer: For purposes of NIMS, a volunteer is any individual accepted to perform services by the lead agency (which has authority to accept volunteer services) when the individual performs services without promise, expectation, or receipt of compensation for services performed. See 16 U.S.C. 742f(c) and 29 CFR 553.101.

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APPENDIX B

ABBREVIATIONS AND ACRONYMS

AAR	After-Action Report
AAR/IP	After Action Report/Improvement Plan
ADLOG	Administrative and Logistic (Team)
AOR	Area of Responsibility
APOD	Aerial Ports of Debarkation
APOE	Aerial Ports of Embarkation
AV	Asset Visibility
AVCRAD	Aviation Classification Repair Depot
BSI	Base Support Installation
C2	Command and Control
C4S	Command Control Communication Computer Systems
CA-EF	California Emergency Functions
CAIRT	California Innovative Readiness Training
CalEMA	California Emergency Management Agency
CAL MAC	California Multiagency Coordination (Cal FIRE-FIRESCOPE Statewide Wildfire Coordination)
CANG	California Air National Guard
CCARNG	California Army National Guard
CCATT	Critical Care Air Transport Team
CCIR	Commander's Critical Information Requirements
CI/KR	Critical Infrastructure/Key Resources
CIP	Critical Infrastructure Protection
CMD	Command
COG	Continuity of Government
COMSEC	Communications Security
CONOPS	Concept of Operations
COOP	Continuity of Operations
COP	Common Operating Picture
CRBN	Chemical, Biological, Radiological, or Nuclear
CS	Civil Services
CSMACS	California Statewide Multi-Agency Coordination System
CSMS	Combined Support Maintenance Shop
CST	Civil Support Team
CSWC	California State Warning Center
DART	Domestic All-Hazards Response Team
DDR	Drug Demand Reduction
DHS	U.S. Department of Homeland Security
DLR	Depot Level Repairable
DOC	Department Operations Center
DOD	Department of Defense
DOS	Denial of Service

DRP	Disaster Recovery Plan
DSC	Dual Status Command
DSCA	Defense Support to Civilian Authorities
EAS	Emergency Alert System
EDO	Executive Duty Officer
EDRE	Emergency Deployment Readiness Exercise
EEFI	Essential Elements of Friendly Information
EM	Emergency Management
EMA	Environmental Management Authority
EMED	Expeditionary Medical Support
EOC	Emergency Operations Center
EPLO	Emergency Preparedness Liaison Officer
ESA	Emergency Services Act
ESAD	Emergency State Active Duty
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
FFIR	Friendly Force Information Requirement
GACC	Geographic Area Coordination Center
GIS	Geographic Information Systems
GTN	Global Transportation Network
HAZMAT	Hazardous Materials
HQ	Headquarters
HRF	Homeland Response Force
HSIN	Homeland Security Information Network
HW	Hot Wash
IAP	Incident Action Plan
I&I	Intelligence and Investigation
IAW	In Accordance With
IC	Incident Command
ICS	Incident Command System
IDS	Intrusion Detection System
IMT	Incident Management Team
IO	Information Operations
IP	Improvement Plan
IPB	Intelligence Preparation of the Battlefield
IPS	Integrated Planning System
IR	Incident Report
IT	Information Technology
ITV	In-Transit Visibility
JET	Joint Enabling Team
JFACC	Joint Force Air Component Commander
JFC	Joint Field Command
JFLCC	Joint Force Land Component Commander
JFO	Joint Field Office

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JIC	Joint Information Center
JIS	Joint Information System
JMC	Joint Movement Center
JOA	Joint Operational Areas
JRAC	Joint Rear Area Coordinator
JRSOI	Joint Reception, Staging and Onward Integration
JTF	Joint Task Force
JTF-DS	Joint Task Force-Domestic Support
JTF-JRSOI	Joint Task Force-Joint Reception, Staging, and Onward Integration
LNO	Liaison Officer
LOC	Lines of Communication
MA	Mission Assignment
MAC	Multi-Agency Coordination
MACG	Multi-Agency Coordination Group
MACS	Multi-Agency Coordination System
MAFSS	Modular Airborne Fire Fighting System
MAST	Military Assistance to Safety and Traffic
MATES	Maneuver Area Training Equipment Site
MEF	Mission Essential Functions
MIGU	Mobile Interoperability Gateway Unit
MILMAT	Military Medical Assistance Team
MIU	Mobile Interoperability Unit
MMAA	Master Mutual Aid Agreement
MMC	Material Management Center
MOB	Management by Objective
MOU	Memorandum of understanding
MRAG	Military Resource Advisory Group
MRT	Mission Request Tasking
NGO	Nongovernmental Organization
NIC	National Integration Center
NIMS	National Incident Management System
NIPP	National Infrastructure Protection Program
NRF	National Response Framework
NSAT	NORTHCOM Situational Awareness Team
OA	Operational Area
OASIS	Operational Area Satellite Information System
OMS	Organizational Maintenance Shop
OPCON	Operational Control
OPLAN	Operations Plan
PI	Public Information
PIO	Public Information Office
PIR	Priority Intelligence Requirement
PIS	Public Information System
POTUS	President of the United States

PS	Public Safety
PSD	Personal Security Detail
QRF	Quick Reactionary Force
REOC	Regional Emergency Operations Center
RFA	Request for Assistance
RRF	Ready Response Force
RTO	Recovery Time Objective
RUF	Rules for Use of Force
SAR	Search and Rescue
SATCOM	Satellite Communications
SCO	State Coordinating Officer
SECFOR	Security Forces
SEF	State Essential Functions
SEMS	Standardized Emergency Management System
SEP	State Emergency Plan
SME	Subject Matter Expert
SMR	State Military Reserve
SOC	State Operations Center
SOC MAC	State Operations Center Multi-Agency Coordination
SOP	Standard Operating Procedure
SPOD	Seaport of Debarkation
SPOE	Seaport of Embarkation
SRAAG	Senior Army Advisor to the Guard
STAN	Situational Analyst
STU	Secure Telephone Unit
TAA	Tactical Assembly Area
TAG	The Adjutant General
TALCE	Tanker Air Lift Control Element
TCL	Target Capabilities List
TCO	Transnational Criminal Organizations
T-COMM	Tele-Communications
TF	Task Force
TOC	Tactical Operations Center
TPFDD	Time-Phased Force Deployment Data
TT&E	Test, Training and Exercise
TTP	Tactics, Techniques and Procedures
TTX	Tabletop exercise
UC	Unified Command
UCG	Unified Coordination Group
USTRANSCOM	US Transportation Command
WMD	Weapons of Mass Destruction

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J3 LNO CONTACT LIST Northern California

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